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RM, February, 1981

#### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees 5,001to 10,000 employees 1,001 to 5,000 employees

\$250 \$200

Fewer than 1,000 employees

\$160 \$100

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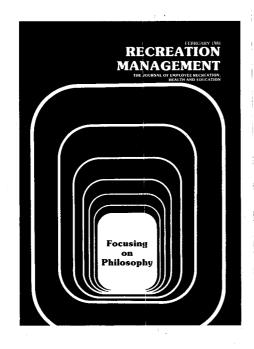
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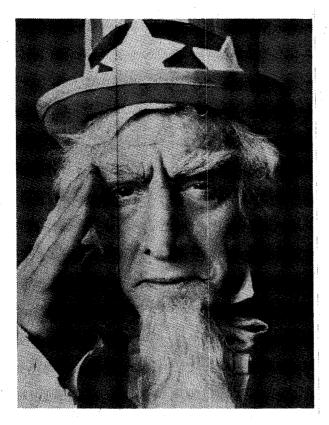
#### In this Issue . . .

Employee services and recreation programs have been endorsed by NIRA for 40 years now. In our lead story, "Focusing on Philosophy" (p. 10), the reasons behind providing such programs and ways in which to measure their success are discussed.

Carpools, buspools and vanpools—they're all forms of ridesharing—the latest trend in commuting to the workplace today. In "Ridesharing: Putting the Brakes on Waste," Editorial Assistant Kimberly Thomas points out the significance of this new mode of transportation to employees, employers, and society in general; offering tips on how to start a program in your company to save energy, reduce absenteeism and add to employee morale.

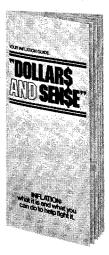
Finally, be sure to take a close look at pages 15–20 for complete details on the 1981 Conference and Exhibit to be held in Chicago in May.

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#### FEBRUARY 1981 • VOLUME 24, No. 1

#### RECREATION MANAGEMENT

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by D. L. Groves and W. B. DeCarlo

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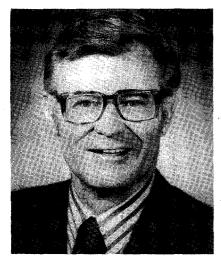
Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

# Golicogoing Chicagoing

Plan to attend the
40th Annual NIRA
Conference & Exhibit
Holiday Inn Mart Plaza
Chicago, Illinois
May 6–10, 1981

# The NIRA President would like a word with you

#### ... about the attitude of Professionalism



Al Ward
Owens-Corning Fiberglas Corporation
1980–81 NIRA President

Abraham Lincoln liked to tell a story to illustrate the importance and effect of attitude. This is his story:

Two families, from different communities, moved to the same town. The father of one of the families wanted to find out about the town and its residents so he visited the local barber. "How are the folks in this town?" asked the father. "Well", said the barber, "how were they in the town you came from?" The father replied "they were among the nastiest, meanest people on earth". The barber then said "I reckon you'll find 'em to be about the same here".

Later, the scene was replayed as the head of the other family visited the barber. In response to the barber's question the man said "Why, they were lovely, gentle folk, always giving you a warm smile and a friendly wave". As before, the barber said: "I reckon you'll find 'em to be about the same here".

Lincoln's point was obvious: it is we, as a result and reflection of our attitudes, who determine whether life is a thrill to be enjoyed or an agony to be endured.

It is much the same when it comes to our vocation: employee services administration. Our attitude toward and about it will largely determine not only how successful we will be but also how others will regard us. Will we be perceived as practitioners of a profession—or journeymen in an occupation?

As Dr. Norman Vincent Peale has expressed it: "It is not a case of we are what we think we are, but rather, what we think—we are".

This is not to suggest that attitude alone determines whether a vocation is accorded professional status. Far from it. High standards must be established, met, and maintained. The work performed must significantly and beneficially impact upon society; research and other work must be continuously performed to advance the state of the art; and formal recognition must be given by appropriate licensing and regulatory bodies, both academic and governmental.

Still, we must remember that professional status is something which is earned; only the recognition of it is conferred. Or, to phrase it differently, professionalism comes from within; acceptance and recognition come from without.

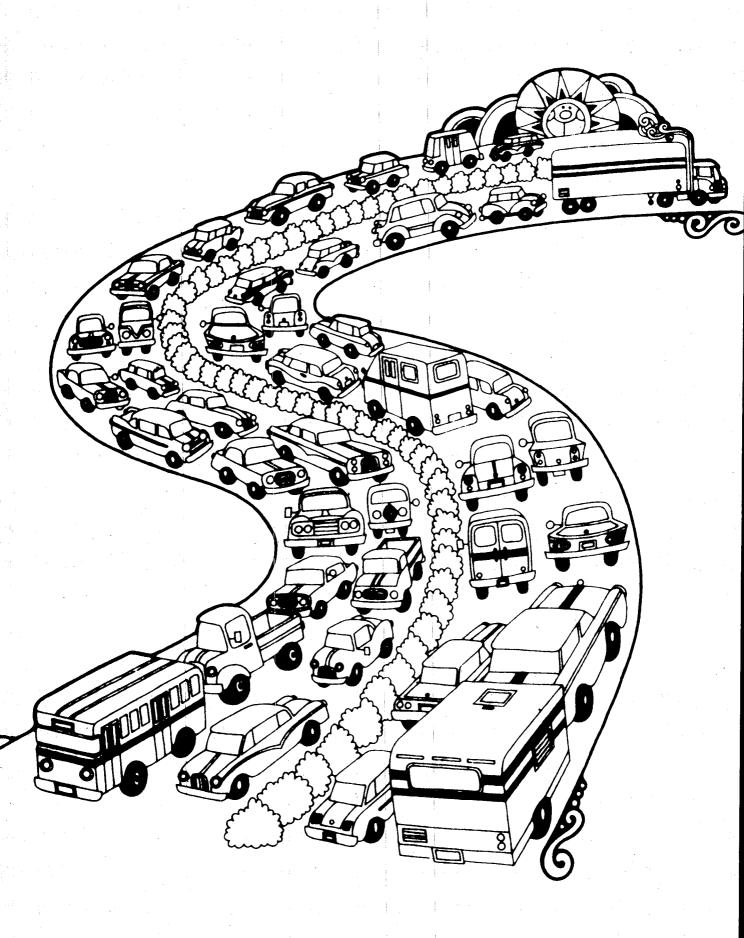
A typical dictionary definition of "professional" is: "Of, engaged in, or worthy of the standards of, a profession". Does that pretty well describe you and your work?

Let us return again to the importance of attitude. Little that is worthwhile is accomplished without bringing a positive attitude to the task. If we regard our work as lacking in significance, so will others. On the other hand, if we see our work as contributing to the morale, happiness and well being of those we serve and, therefore, to the attainment of management's objectives, so will others.

And, if we do this continuously—making today's goal tomorrow's starting point—we are building professionalism into our vocation. In the words of Sir Wilfred Grenfell: "Real joy comes not from ease or riches or from the praise of men, but from doing something worthwhile."

So does professionalism.

Al While



### RIDESHARING

### Putting the Brakes on Waste

by Kimberly Thomas Fditorial Assistant

While most commuters are arming themselves for the daily battles of driving to work, there are others who need not fear that their morning will begin with endless frustrations. For they are engaged in ridesharing—their carpool or vanpool merely picks up its members, drives to the workplace and rolls into its preferential parking space their employer has provided for them.

As single passenger cars angrily beep at immobilized traffic jams, two or more commuters sharing one vehicle can talk, read or even catch up on sleep while their driver watches the road ahead. Whether workers join a car-, van- or buspool or board public transportation, millions of them across the nation have found ridesharing to be the answer to their daily transportation frustrations.

There's no doubt that the conservation of "black gold" is now a national priority. One point eight (1.8) million barrels of gasoline are burned every day to transport some 50 million American commuters to work—a figure which represents 34% of this country's annual consumption of petroleum. As gasoline prices continue to soar and fuel becomes increasingly scarce, more and more people are searching for less expensive ways

of getting to work.

According to Federal Energy Administration statistics, approximately one third of all private automobile mileage is used for commuting. If the average passenger load (1.3 people per commuter car) were increased by just one person, not only would each individual's commuting expenses be cut, but gasoline savings nationwide would total more than 22.5 million gallons (540,000 barrels) per workday—enough fuel for some 67,000 cars to travel round trip from San Francisco to New York City. Currently, carpools and vanpools save the nation approximately 3.5 billion gallons of gasoline (83.3 million barrels) a year. (See chart on page 9 for cost comparisons between ridesharing and driving alone.)

Basically, ridesharing involves the regular transportation of two or more individuals per vehicle to a similar destination. Options available include car-, van- or buspooling, and public transit. The benefits of ridesharing are numerous. Not only does it save on gasoline, insurance rates and automobile maintenance costs; it also reduces air pollution, and allows participants to use their commuting time more enjoyably—relax-

ing, reading or socializing.

Gregg Ruvoli, a 33 year old C.P.A. boasts of saving \$16 a month in gasoline costs alone, because he belongs to a vanpool. Citing convenience and more leisure time as welcomed benefits in her carpool is Rhia Smalley, 23, a registered nurse in her hospital's cardiac care unit. "I not only get door-to-door service," she says, "but I finally have the time to indulge in some reading."

One of the most gratifying benefits expressed by ridesharers is a social one. Often fellow poolers will strike up valuable friendships with one another as a result of their daily contact.

Employees are not the only ones to reap benefits from ridesharing systems, however. U.S. Department of Transportation studies reveal increased employee morale and a reduction in absenteeism as significant advantages for employers whose workers share rides. In addition, it seems that employees who need not contend with daily traffic jams can begin their workdays mentally refreshed as soon as they arrive. They

(continued on page 8)

#### RIDESHARING

(continued from page 7)

don't waste company time unwinding from the tensions of traffic.

Employees of the Savannah River Plant of the DuPont company in South Carolina are among the 15 million Americans who are saving money and conserving fuel by carpooling daily to work. The Savannah River Plant News, the company house organ, proclaims that 78.3 percent of the employees now take part in ridesharing.

Executives of Lockheed Missiles and Space Company have also realized the importance of ridesharing for some time and use gasoline incentives to encourage it. Members of more than 100 carpools there participate in weekly ridesharing drawings. Each pooler's vehicle receives a bumper sticker which contains an individual serial number. Weekly drawings are made and the winning automobile receives ten free gallons of gasoline.

Bob Redmond, Transportation Planner for the U.S. Department of Transportation in Washington, D.C., points to the employer as the key to a successful ridesharing system. It is the employer, says Redmond, who must initiate, encourage and organize the program.

The national goal of the Transportation Department is to save 400,000 barrels of oil per day by 1990 through ridesharing. The ability to reach this goal relies heavily on both public and private employers. The National Ridesharing Information Center, an offshoot of the Transportation Department, offers a



variety of services to facilitate the exchange of ridesharing information and expertise among employees and state and local ridesharing agencies. To obtain further information on these services, call NRIC, toll-free at 800/424-9184. Or write: NRIC, Room 4432, Washington, D.C. 20590.

#### **Ridesharing Agencies**

Government-funded ridesharing agencies which have recently evolved nationwide exist primarily to serve companies that wish to solve employee transportation problems. Though agencies do serve individuals and city-based companies, they tend to concentrate their marketing efforts on suburban-based companies. Because a ridesharing program's success depends on thorough and accurate planning, employers are advised to enlist the help of a local ridesharing agency.

The agency works directly with the company to provide complete installation of a program best suited to its needs. And because ridesharing agencies are government-funded, they provide free of charge what could cost a company \$10-\$15,000 in consultation fees.

Christine Johnson, director of the Division of Operation Planning for the Chicago Transportation Study, briefly explained her agency's role:

"Like other ridesharing agencies, we work with the company's transportation program from beginning to end. We help the employer promote the idea of ridesharing by discussing with all of the employees, the commuting options available to them. With companies located in large cities, we encourage the use of existent public transportation facilities. Where none are available, however, we begin making plans for additional bus service. In rural and suburban areas, we may help implement carpool and vanpool programs."

Lollie McKeon, Manager of the Paratransit Department of the Regional Transportation Authority Department in Chicago, explains that her agency's programs are customized to the company's needs. "We go to the highest capacity vehicle available, states Ms. McKeon, such as trains or buses, and then turn to vanpools and finally carpools."

After a particular option is decided upon, the ridesharing agency then begins organizing the pools through computer matching. For the carpools and vanpools, the agencies try to find commuters living within 15 minutes of each other. After the group is formed, the agency, working with the employer, helps to conduct the pool meetings, organizes the pools, and maintains constant communication with the ridesharers to ensure efficiency of the program.

"The information campaign comes first," says Ms. McKeon. "First of all—and most important, we survey all interested individuals to note such things as smoking habits, how long they would be willing to wait for their pool, who the driver and back-up driver would be and so on. After all problems are resolved and the groups are arranged, we map out routes and help decide on the management of the pool. From there, we keep in constant touch with the riders to ensure its success."

Though the ridesharing agencies primarily serve companies, many also help individuals who need assistance. By phoning a local agency, individuals can determine their best commuting option. And if it should be car-, van-, or buspooling, the agency will provide computer matching to form a sufficient group.

#### Cars, Vans & Buses

Carpooling involves an informal arrangement between passengers sharing the same vehicle and commuting expenses. And of course, the fuller the vehicle, the less transportation expenses each commuter is burdened with.

Yet, one of the most rapidly rising forms of ridesharing today is bus- or vanpooling.

Any vehicle transporting seven or more persons is classified as a vanpool. However, unlike carpooling,

(continued on page 9)

For Further Information . . .

Ridesharing doesn't just happen. To learn more about how you can plan and partake in this transportation alternative, write or call toll free:

National Ridesharing Information Center Room 4432 Federal Highway Administration Washington, D.C. 20590 (800) 424-9184

Contact the U.S. Department of Transportation, Washington, D.C., 20590 for the publications listed below.

How Ridesharing Can Help Your Company—A Manual for Employers

Ridesharing Agencies and State Contacts

Incentives and Disincentives for Ridesharing:—A Behavioral Study

Legal Impediments to Ridesharing Arrangements

Ridesharing: Meeting the Challenges of the '80's

(continued from previous page)

the arrangement in vanpooling is formal. A specific driver and back-up driver is designated and often, the company assumes the expense of purchasing the van. (Employers should inquire into the acquisition of vans through interest-free government loans.) And, because the driver leases and manages the van, he or she rides for free. All other passengers, in turn, share the van's monthly expenses. In addition, the vanpool driver is allowed to use the van after working hours.

According to renowned economist, Sylvia Porter, in her bestseller Sylvia Porter's New Money Book for the '80's, "Vanpooling is a fast growing form of commutation that has been sweeping the United States since the late 1970's—a system of mass transport praised by government, business and participating workers."

What can be saved with vanpooling, she writes, depends on the cost of the ride, length of the commute, previous operating and parking costs for the commuter's car, and whether the need for a second family car is eliminated. Commuters might also save from less mileage on their personal cars and the possibility of reduced auto insurance rates.

Not only would this program slash commuting costs and save enormous amounts of gas, Porter explains, it would also almost surely reduce tardiness and absenteeism among vanpoolers. In addition, she continues, it would quite likely boost the participants' morale and camaraderie, as well.

The Southern New England Telephone Company, which began Connecticut's first vanpool program in 1976, boasts of savings totalling

(continued on page 33)

#### **ANNUAL TRANSPORTATION COSTS**

These recent cost comparison figures for driving alone and ridesharing published by the Federal Highway Administration, U.S. Department of Transportation, should make even the most ardent individualist take notice.

According to the DOT information, your cost savings could amount to as much as \$2438 per year if you compare commuting 40 miles one way in a standard vehicle

by yourself and ridesharing with 3 other people. Vanpooling is even cheaper if you happen to have a van and can line up seven other people to ride.

Operating costs include mileage-related items such as gas, oil, maintenance, tires and repairs. Insurance, depreciation, finance charges and licensing fees make up the owning costs.

One-Way Commute	Vehicle Type	Cost Category	Drive Alone	Shared-Driving Carpool		Shared-Riding Carpool		Vanpool	
(miles)				2-person	4-person	2-person	4-person	8-person	12-person
	Subcompact (Pinto, Chevette, etc.)	Operating Owning Total	412 314 726	206 192 398	103 114 217	206 157 363	103 79 182	82 372 454	54
—10—	Standard (LTD, Caprice, etc.)	Operating Owning Total	620 <u>442</u> 1062	310 272 582	155 <u>161</u> 316	310 <u>221</u> 531	155 111 266		248 302
	Subcompact	Operating Owning Total	823 439 1262	412 306 718	206 192 398	412 220 632	206 110 316	163 372 535	109 248 357
<u>20-</u>	Standard	Operating Owning Total	1240 <u>617</u> 1857	620 <u>433</u> 1053	310 <u>272</u> 582	620 309 929	310 <u>155</u> 465		
40-	Subcompact	Operating Owning Total	1646 548 2194	823 427 1250	412 306 718	823 274 1097	412 137 549	327	218
	Standard	Operating Owning Total	2480 <u>771</u> 3251	1240 <u>604</u> 1844	620 <u>433</u> 1053	1240 <u>386</u> 1626	620 <u>193</u> 813	372 699 246	<u>248</u> 466

### FOCUSING ON

The philosophy of employee services involving industrial recreation, health, education and morale requires a major, progressive management awareness. For the astute business executive, the first questions to be answered may well be--"What is our philosophy on employee services and how does it relate to productivity and profits?" This can be a pitched, curved ball that when hit, either strikes out or makes for a home run. Therefore, it is up to the proficiency of the person at bat and the skills displayed that make the difference.

There is hardly ever a clear measurement of one person's effectiveness to accomplish a goal desired, even when such skills are displayed. lust as it takes a well coordinated team to be part of the successful action, so is it with the effective results of this human resource philosophy. Here lies the key to the test of a measurement. There is never a clear-cut answer to how a philosophy can be measured until all to be involved understand it and cooperate to make the attempt of measurement possible. We also must remember that because of intangibles it is more difficult, if not sometimes impossible, to arrive at any absolute answer of measurement. Can we measure the real and absolute values of institutions—our church, school, or even our families? Of course not, but we do have a philosophy of faith and unity that we all know works for us. That's the way it is withmuch of what we do daily in this human realm of

"We're certain that the financial investment made in these programs is fully justified, in terms of increased productivity and morale."

#### DAVID T. KEARNS

President and Chief Operating Officer Xerox Corporation

"At Owens-Corning, employee programs are viewed as one of the ingredients needed to enable the company to achieve its business goals and objectives."

#### WILLIAM W. BOESCHENSTEIN

President and Chief Executive Officer Owens-Corning Fiberglas Corporation

"We believe that a well developed program of recreational activities enhances the creative environment we seek."

#### SHERWOOD L. FAWCETT

Fresident, Battelle Memorial Institute

"We feel that the 3M program exerts a strong positive influence on the quality of employees we attract and retain."

#### RAYMOND HERZOG

Chairman of the Board and Chief Executive Officer 3M Company

"An individual who is physicially fit performs better on the job; and his or her level of productivity increases substantially."

#### HON. DON CAMERON

Recreation Minister, Province of Nova Scotia

### HILOSOPHY

"The basic objective of industrial recreation is to recognize people's needs as a social entity. This is a sound objective."

**ROBERT W. GALVIN** 

Chairman of the Board, Motorola Incorporated

"Providing suitable recreational outlets for employees helps to give them a common identification and broaden their satisfaction with their work."

**HENRY FORD II** 

Chairman of the Board, Ford Motor Company

"Recreation is a great equalizer, a good ice-breaker, and often an incentive for employment, combatting absenteeism and turnover."

SAMUEL C. JOHNSON

Chairman and Chief Executive Officer Johnson Wax

"Recreation activities for and by employees can create a genuine spirit of democratic participation that is to be welcomed."

JOHN T. FEY

Chairman of the Board
The Equitable Life Assurance Society of the United States

"We consider it money well spent, because it lets our employees know we care about them over and beyond what they produce on the job."

C.J. PILLIOD

Chairman of the Board The Goodyear Tire & Rubber Company living, working, communicating, socializing, and just being a part of it all.

Let us now take a look at the philosophy of employee services and exert a little faith in what it can accomplish in business and industry. To be sure not all the results expected here are able to be brought about by means of simple or quick equation of measurement. Much like a puzzle, all the pieces must fit together to form the object of the effort before any measurement is possible.

Employee services, therefore, is a composite of many programs in personnel administration following the philosophy that incorporates purposeful objectives, benefitting both employee and employer alike. Here is one tried and tested objective not always accurately measureable but certainly workable and effective.

Improving communications between employees and their employer is the basic principle of understanding and cause for mutual appreciation. For most business organizations, there needs to be an inter-company, intensified family atmosphere. This can be best attained through some form of an employee, leisure-time organization or program sponsored by the employer. Through the use of employee group activities, newsletters and so on, a fellowship develops that makes all avenues of commu-

#### **PHILOSOPHY**

(continued from page 11)

nication far more effective. Regardless of the size of a company, there is space for an employee activities and services bulletin board and a monthly or quarterly newsletter or newspaper.

A suggestion system is another media for two-way communications between employees and employer as well as serving as a method for improving operations and product lines. When a formalized employee organization is provided, natural leadership evolves from among the employees. With the employer in the role of a partner, it becomes a mutual and cooperative communicative, person-to-person link.

The success of this relationship, however, must be localized and in conjunction with the immediate management personnel involvement. Because communication is such a major factor in improving personnel relationships, it also has tremendous effects upon the productivity of any given group of employees and promotes the philosophy of cooperation and unity. (See the February 1980 issue of Recreation Management for "Improving Employee Morale," a story outlining the ways and means of understanding and building the total philosophical concept.)

Often when such a concept is advocated, there are a few doubting Thomases among employees and within management who want proof, data, testimonials, facts, figures, costs and guaranteed results of the benefits to be gained. Many of these items are available, but certainly not all; for again, so much depends upon many other facets of management and labor. It is the attitudes, support, controls, policies, wages, facilities, and working conditions, combined with the type of leadership provided at all levels of employment which makes it possible. What we may accomplish in one area of the work place could be difficult in another.

If the recreation is poor, that is an indication factor that changes must be made which often require considerable courage to correct.

There are both tangibles and intangibles in the process of measurement. The tangibles are quickly and easily proven—the intangibles become more difficult to substantiate. As an example, let us relate to a billboard ad that may cost as much as \$5,000. The ad displays a particular type and make of auto currently on the market. Does this ad actually sell the automobile? In hard facts, can we prove this ad paid for itself? Because other advertising or communications were also used-which ones actually increased the sales of this particular vehicle? Marketing experts claim they all do, but there are other elements too that relate to the sale. So it is with all forms of communications, promotion, programs and their effects. As we attempt to evaluate employee activities, attitudes, and results, we too are faced with variables and conditions that affect our results (i.e. sales to our employees.)

- We know any program, idea, or activity must be well communicated (advertised.)
- The item in question must be made easy to purchase, to become involved in or understood.
- We must reach the point of sale, make contact with the individual and gather into our association those people stimulated or motivated by whatever media we used.
- We must be sure that our communications efforts cinch the sale on what we have to offer. The activity (product) therefore, must be appropriate, attractive, and top quality.
- We should allow for options and variety to attract the most participants (sales).
- We must show appreciation, understanding, sincerity, and recognition for our people (customers).

All of the basic elements of product sale also relate to this business of employee services and recreation: communicating, selling, educating, and striving for more contacts, more associating to obtain successes for our efforts. But like all undertakings, there must be a reason, or objective, based solidly upon a philosophy that is practiced.

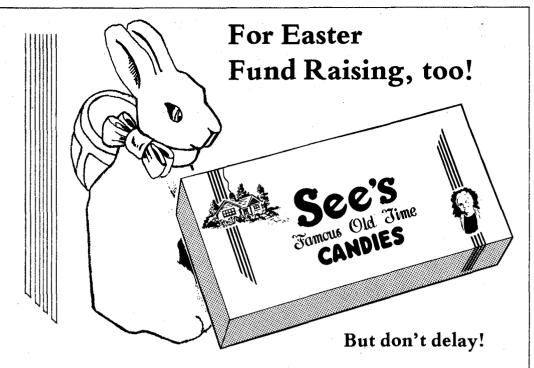
We can always measure some programs by mere numbers. The rate of acceptance, the number of people in attendance, the amount of funds raised, and so on. This, though, can also fall short of the objective intended if there is no correlation between numbers attending and what the attendance actually produces toward the objectives of the philosophy.

In the realm of employee activities, there are just as many failures and mistakes as there are in business operations and production. Recognizing the causes of these failures and mistakes is the difference between a professional and an apprentice. Admitting to one's own mistakes, especially to oneself is the first step toward making improvements. Looking for unrelated causes for errors or failures is a cop out. Once a supervisor seeks excuses and alibis. instead of factual causes, it can often turn into a habit syndrome and more failures will follow

One of the most profitable means to reduce the margin of errors is to review each program, activity, or promotional effort as a critic. Nothing is ever produced that cannot be improved. Again, the professional will be the first to look for improvement, seek advice, and resort to study and research. So often we are prone to be so far into the forest of our interests that we fail to see the trees. There is no harm in asking for criticism or improvement of ideas. The harm comes when it can't be received appreciably and evaluated.

We are impressed when the activities offered cover a wide range of interests. When the participation involves a majority of the employees, we become quite excited. When both activities and services reach eighty to ninety per cent of the employment figure, we are positive there

(continued on page 34)



Easter is on April 19 this year, and *now* is the time to get started on your fund-raising program in order to take maximum advantage of See's substantial Quantity Discounts!

It does take time to prepare a program, and See's discounts *are* substantial - actually 90 cents a pound on purchases of 50 pounds or more. And there are additional discounts for larger purchases!

The discount price includes free delivery to any one destination within the Continental United States. (Not Hawaii or Alaska)

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Los Angeles, CA 90016

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NAME					
TITLE	PHONE				
STREET OR P.O.					
CITY/STATE	Z	IP			

### **IDEAS CLINIC**



Melvin C. Byers, CIRA
NIRA Consultant

There are a number of requests made by employees and community agencies that become problems for the activities director. Due to the number of calls and letters received concerning some of the problem areas, I have listed the more frequent ones requiring controls and careful consideration before an approval is granted or action taken.

Raffles—Many employee groups, agencies, and outside organizations will either request, or without permission, solicit employees to purchase raffle tickets. Granted, raffles and lottery ticket sales do attract participation and raise funds quickly; however, a policy on such solicitations must be established and enforced. Specified employee associations solicitations with restrictions on extent of solicitation, number of prizes, controls of funds and time limits should be a policy matter. No outside agency, organizational or individual solicitation should ever be permitted.

Promotion and Publicity—Numerous requests for postings, news articles and handbill promotions are made annually. A workable policy is to avoid promoting any religious, political, fraternal or their affiliated interests. Some commercial and civic activities promotion should be accepted and when possible only if there is a direct benefit to the employees that credits the company or employee association for the benefits extended. If the benefit is one offering the public similar advantages, refuse the request.

Sponsorship—Requests to sponsor or purchase items for outside-of-company activities including uniforms with your logo or trademark may result in legal involvement concerning liability claims. It also opens the door for a stream of similar requests that would be difficult to turn down once the practice has been established.

Donations and Gifts—This can be a real headache for the director and is best handled through the public relations sector. If handled where material gifts are involved, a charge is made even if it is far below costs.

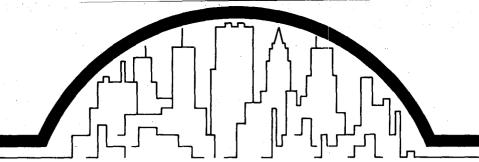
Once donations or gifts are given to outside-of-company organizations, you can become a "patsy" for every group and organization in the community. If donations must be made, work through the United Appeal or Community Chest or give such support anonymously.

Community Championship Involved Events—Probably no one activity involvement creates more problems for the director than placing teams in community leagues that lead to state and national championship competition. Costs soar, few employees benefit, irritation arises within the workforce due to the advantages offered the few outstanding players are placed on the payroll as employees, observers expect special considerations believing to be the booster or supporting element that enhances successes. Intra-mural activities are a far better way to go. We take a very cautious stance on highly competitive events and tournaments. Considerable study should be given on highly competitive activity that may lead to problems difficult to live with.

Operational Changes—Every new employee association group of officers or committees wants to exceed the progress of the former administration. This is both good and bad depending upon the influence and direction the activities or employee services director exerts. Continuity must prevail, and some policies may stand severe criticism and discussion before intelligently understood. It's another leadership training exercise that requires considerate and tolerable personnel handling. A negative attitude toward change can create more opposition. Therefore, strive for discussion, alternate suggestions, and basic reasoning.

Ineffective Leadership—We sometimes get square pegs that are difficult to slip into the round holes. It is better to offer assistance, appoint a co-chairperson or assume some of the follow up leg work yourself but always crediting the poor leader regardless of how much effort you exert to accomplish the goals rather than to

(continued on page 20)



### 1981 National **Conference & Exhibit** May 6–10, 1981 Chicago, Illinois

#### PROGRAM AT A GLANCE

#### WEDNESDAY, MAY 6

8:00 AM Registration 2:30- 3:15 PM First Timers' Familiarization Session 2:30- 3:30 PM Spouses' Reception (SP) Conference Opening and General Session "Image and Impact 3:30- 4:45 PM of Employee Services and Recreation Administrators" Themed Cocktail Reception 6:30- 8:00 PM

#### THURSDAY, MAY 7

Morning Exercise Session 7:00 AM Hospitality Room Open (SP) 8:30- 9:30 AM 8:30-10:30 AM Regional Breakfasts **Ouaker Oats and Mart Tour** (SP) 9:30-11:30 AM Concurrent Sessions 10:45-11:45 AM

- (A) "Chapter Development and Retention"
- (B) "Administration of a Successful Recognition Program"
- (C) "The Use of Computers in Your Employee Services and Recreation Program"

(Continued on following page)

(continued from previous page)

Noon~ 1:30 PM	Management Luncheon
1:45- 2:45 PM	Concurrent Sessions
	(A) "Government Legislation and its Effect on Your Program"
	(B) "Vacation Trends of the 80's"
	(C) "What is NIRA?—Student Orientation Session"
3:00- 5:30 PM	Exhibit Hall Grand Opening
5:30 PM	Buses Depart for Dinner and Tour of Museum of Science and
0.4 = 014	Industry
9:15 PM	Buses Depart for Holiday Inn

#### FRIDAY, MAY 8

7:00 AM	Morning Exercise Session
8:00- 8:50 AM	General Session "The Turnaround Workshop"
(SP) 8:30- 9:30 AM	Hospitality Room Open
9:00- 9:45 AM	General Session "Economic Survival of the 80's"
(EX) 9:00-10:15 AM	Exhibitors Breakfast and Annual Meeting
10:00-11:30 AM	Concurrent Special Event Workshops
(SP) 10:00- 3:00 PM	Shopping at Water Tower Place and the "Magnificent Mile"
Noon- 2:00 PM	Exhibit Hall Open/Deli Lunch
2:15- 3:00 PM	General Session "Japanese Productivity—Employee Services
	and Recreation's Contribution"
3:15- 5:00 PM	NIRA Annual Meeting/Election of Officers
5:30- 7:30 PM	Exhibit Hall Open/Wine & Cheese Reception

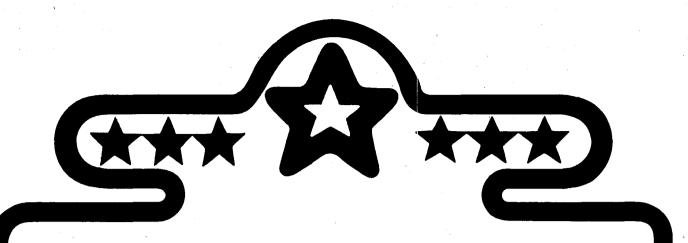
#### SATURDAY, MAY 9

	7:00 AM	Fun Run
	9:00-11:00 AM	Exhibit Hall Open/Continental Breakfast (Spouses Included)
(SP)	10:00-Noon	Art Institute Tour
	11:00-11:45 AM	General Session "Murphy's Law and Recreation—No Room
		For Error"
	12:30- 2:00 PM	Luncheon
	2:30- 3:30 PM	General Session ('Cost Effectiveness of Your Program''
	3:30- 5:00 PM	CIRA/L Meeting
	7:30 PM	President's Ball/Dinner and Dancing

#### SUNDAY, MAY 10

9:00-10:30 AM	Concurrent Crackerbarrel Sessions
	(A) "Special Interest Clubs"
	(B) "Urban Area Employee Activities"
	(C) "A Look At Basic Communications"
10:45-Noon	Brunch/Exhibitors Door Prize Drawings

(SP) Events planned specifically for registered spouses. Spouses are invited and encouraged to attend all of the professional development educational sessions as well as all of the special events.



#### **National Industrial Recreation Association**

40th Annual Conference and Exhibit Holiday Inn Mart Plaza Chicago, Illinois May 6 –10, 1981

Complete registration form on reverse page and return to:

NIRA • 20 N. Wacker Drive • Suite 2020 • Chicago, IL 60606 (312) 346-7575



#### Registration

# The 40th Annual NIRA National Conference and Exhibit Holiday Inn-Mart Plaza-Chicago, Illinois May 6-10, 1981

#### Data

Name (Print)	Title			
Company				
Address				
City	State Zip			
Phone ()				
Status: CIRA  CIRL	New Member (Since 6/1/80) □			
Number of previous National Conferences attended				
Names of others in your party	v crose reference—submit sengrate registration forms			
Expected date of arrival				
Expedied date of arrival				
PLEASE FILL IN AS YOU WOULD LIKE YOUR BAD				
Common First Name				
Full Name				
Organization				
City, State				

#### **Registration Packages**

—IMPORTANT— CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

	Prior to April 1, 1981	After April 1, 1981
Delegate—NIRA member		\$165.00
Non-member delegate		\$185.00
Associate Members not exhibiting		\$235.00
Commercial attendees not exhibiting		\$295.00
All Spouses	\$ 75.00	\$ 85.00
Student Attendees		\$ 85.00
Retirees		\$ 85.00

Please include your check payable to: National Industrial Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than May 2, 1981. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1981.

### A Summary of the Seminars

1981 Conference and Exhibit

Sixteen different educational seminars will be featured at this year's 40th Annual Conference & Exhibit to be held by NIRA in Chicago in May. Summaries of each session and what they will cover appear below.

#### Image and Impact of Employee Services & Recreation Administrators

An inside look at the role employee services and recreation administrators play within the company will be the major theme of this session. Also presented will be ideas on how an effective employee services program assists management in building employee morale and what steps can be taken to enhance these programs as a part of sound business management.

#### **Chapter Development and Retention**

NIRA's growth in the past few years has been largely due to the success of chapter development. This session will present steps that must be taken in the development of a chapter, goals and objectives for a chapter, program ideas, and progress and improvement areas a chapter must be aware of.

#### Administration of a Successful Awards Program

There are many factors that should be considered in determining the type of awards that can be presented. This session will look at the psychological aspects the recipients have toward plaques, trophies, money, etc. Attendees will walk away from this session with a different outlook towards their awards program.

#### The Use of Computers in Your Employee Services and Recreation Program

One of the latest trends in the field that is gaining momentum. This session will include: the advantages of a computer, where it fits into your program, what resources you can use and the costs involved.

#### What is NIRA? Student Orientation Session

Every year, more and more students are becoming interested and involved in the field of employee services and recreation. This session will present an overview of the field, what courses and experience are needed to enter the field and how NIRA can help.

#### Vacation Trends of the 80's

Travel has long been a part of employee programs and it is an ever changing area. This session will focus on what trends are shaping the travel industry today and what you can expect in the future.

#### Government Legislation and Its Effect on Your Program

Illinois recently passed a law excluding workers compensation for "Accidental injuries incurred while participating in voluntary recreational programs including, but not limited to, athletic events, and parties and picnics that do not arise out of and in the course of the employment even though the employer pays some or all of the cost thereof." This session will take a look at this major step for the field as well as give you some ideas on what can be done in your states to see this law materialize.

#### Economic Survival of the 80's

This topic could relate to any field and the employee services and recreation area is definitely not an exception. This session will focus on steps that can be taken to combat inflation, revenue cutbacks and increase financial resources.

#### **Special Event Workshop**

This session, a highlight of the Regions 3, 5 & 8 Conference, will give participants an opportunity to plan a special event according to their company size. This session will prove to be a great practical experience in which each participant will be able to take home some new, innovative and creative ideas.

#### Murphy's Law and Recreation—No Room For Error

There is an endless number of details one must cover when planning programs. Even a small one that is overlooked can make or break a successful activity. This session will discuss how you can keep on top of each particular, while leaving no room for error.

#### **Cost Effectiveness of Your Program**

This critical topic will cover ways in which you can

(continued on page 20)

#### SEMINAR SYNOPSIS

(continued from page 19)

help justify the existence of your programs through evaluation and cost analysis. This subject is not to be treated lightly as more and more companies are requiring these steps to be taken.

#### **Special Interest Clubs**

These are a vital part of any employee services and recreation program. This session will be conducted by a moderator leading an open discussion on this topic. Items to be discussed are: organization, financial support, participation, club structures, fees and evaluations.

#### **Urban Area Employee Activities**

Any company in an urban area has many inherent problems because of its location. An open discussion format for this session will allow people to exchange ideas regarding facility resources, commuter problems, community assistance and the fight for space.

#### A Look at Basic Communications

Perhaps the most important part of any employee services and recreation program. Without effective communications you cannot hope to offer successful programs. This informal open discussion will bring out many different ideas that can be incorporated into your own situation.

#### Japanese Productivity: Employee Services & Recreation's Contribution

A look at how Japanese industry views the importance of our field in relation to their employee productivity. Though there are, of course, many differences between their industries and ours, this session will bring out the many parallels that also exist.

#### The Turnaround Workshop

The aim of the Turnaround is to put the individual in charge of his/her lifestyle. The workshop offers people the tools to discern their problems with diet and exercise and guidelines they can use to make small, but healthy, changes in their lifestyles.

#### **IDEAS CLINIC**

(continued from page 14)

try to recall, impeach, or publicly criticize the misplaced leader. In time, the ineffective leader may improve as a student improves with an instructor's help and guidance. There is a place for every individual and not all of them can master leadership techniques but do make out well as followers and workers. To embarrass a misplaced leader by drastic action such as removal from the task can only create an uncooperative and possibly belligerent person toward the entire group. Sometimes the elected or appointed leader realizes their shortcomings and seeks only a good excuse for resigning. There must be a face-saving factor to consider for those taking such action.

Management Participation—Management participation illustrates its interests in many ways and not always that of taking an active role in various programs and events. However, management should always be invited and encouraged to participate the same as any other employee. We sometimes fail to recognize management as employees. Most of them, with the exception of family-owned company, are employees answering to one or many persons. The program as a whole must relate to a basic number of agreed upon objectivesobjectives that benefit both employees and the company. Once established, there remains little doubt as to its purpose and function. This must be understood by all employees regardless of their employment levels. The entire operation is one of sharing in every aspect of the administration. Without this understanding and promotion, little can be successfully administered with purpose. The formation of an employee organization is one of the natural levelers advocating a cooperative and friendly attitude among all employees to accomplish the objectives for which it was organized. It established the in-company family spirit that is reflected in every segment of company operations.

#### professional services directory



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### NIRA NEWS

#### **Tourney Held by MIRC**

The Massachusetts Industrial Recreation Council held its annual softball tournament on August 23rd and 24th. The tournament, which was a modified pitch, single elimination, 2 day contest, was a total success with 24 teams throughout the state entering the competition. Contributing to the success of the event were two beautiful days of sunshine, and excellent competition.

Simplex Co. of Gardner, Massachusetts, a well diciplined team, met and defeated a scrappy Western Electric (Watertown) team in the final event. Congratulations are in order for both teams.

Chuck Bouchard, Leagues and Tournament Chairman for the Massachusetts IRC plans to prepare a Regional Tournament for this year. Anyone interested in the tournament should contact Chuck as soon as possible.



submitted by Laurel Montgomery

The Toledo Industrial Recreation Employees Services Council held its first annual "Associates Day" late last summer at the Commodore Perry Motor Inn in Toledo, Ohio. Nancy Gansmiller, Toledo Chapter President and Personnel Administrator of Devilbiss Company reported that 180 company representatives from the TIRES organization attended, assuring a repeat of the successful program this year.

TIRES was established in 1970 with five member companies by Toledo Executive Director Mel Byers. Today, ten years later, TIRES boasts some 160 members. The "Associates



Tournament committee members (L to R) Dick Hosford, Chuck Bouchard and Paul Folly. Not shown: Greg Norton and Bill Morrison.



TIRES President, Nancy Gansmiller (right) talks to Mordecai Brownslea of American Fruit Market about his employee discount programs.

(continued on page 22)

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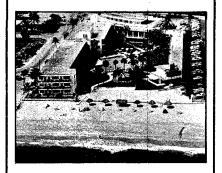
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#### **NIRA NEWS**

(continued from page 21)

Day" program was designed to give these companies an opportunity for broad visibility of their companies' products and services and to offer them the opportunity to engage in an exchange of ideas which could assist management in the human relations aspects of personnel administration. Recent survey results provided TIRES a helpful guide as to the types of programs, discounts, and services of particular interest to their companies.

"Associates Day" gave more than 50 participating exhibitors an opportunity to display their employee services and discounts to TIRES members. Among those exhibiting were vendors of fruit baskets, flowers, jewelry, candy, tires and cheese and the promoters of hotels and family entertainment. A health program offering companies free colon cancer tests and a local college offering special public service programs to companies were also present. Associate members from Florida, New York and California proved this type of program is definitely one of interest to TIRES organization and associate members, and area TIRES representatives.

According to Ms. Gansmiller, in addition to such obvious benefits as employee discounts, the TIRES program helps employers to recruit and retain better personnel, reduce boredom and absenteeism among employees, improve communications, develop employee leadership skills, create a healthy working environment, encourage hobbies and special interests among employees and improve community relations.

Due to the outstanding success of "Associates Day" TIRES plans to make the program an annual event. Said Jackie Erwin, co-chairman of the event, "We only expected to at-

tract about 25 exhibitors and were extremely pleased when we doubled that figure and found so many interested in getting together."

#### **CEO of Cubic Corporation Named to Hall of Fame**

The national Football Foundation and Hall of Fame has named Walter J. Zable, president of San Diegobased Cubic Corporation, as recipient of the 1980 Gold Medal Award.

Previous winners of the famed award include six presidents of the United States—Dwight D. Eisenhower, Herbert Hoover, John F. Kennedy, Richard Nixon, Gerald Ford and Ronald Reagan—U.S. Army General of the Army Douglas MacArthur, and actor John Wayne.

According to Al Couppee, president of the San Diego chapter of the football organization, Zable was selected over other outstanding nominees "for his contributions to American industry, his community and to sports."

Among Zable's many accomplishments was forming Cubic Corporation in San Diego in 1951 as a oneman operation and building that company into the 155th largest concern in California and the 873rd largest industrial company in the nation. The company is a high technology manufacturing firm with a local payroll of \$35 million annually.

Zable was presented the coveted Gold Medal at the Foundation's 23rd annual Hall of Fame awards dinner in New York on December 9, 1980, at the Waldorf Astoria Hotel.

Among his many other accomplishments was being selected in 1971 as Industrialist of the Year by SAN DIEGO MAGAZINE, winning the Gold Knight Award from the National Management Association in 1972 and his designation as San Diego's Man of the Year in 1975 by the City of Hope.

### Fitness/Health Bulletin



by Edward C. Hilbert, CIRA Battelle Memorial Institute NIRA Vice President Fitness and Health



#### America's Silent Killer

According to the American Heart Association, hypertension, or high blood pressure, threatens the health of one in every four adults in the United States.

And unfortunately, almost 30% of these people are unaware of their condition. Since high blood pressure can cause strokes, heart attacks and kidney disease, it is imperative that everyone undergo an annual blood pressure screening.

An annual screening will not only ensure better health for the individual employee, but will aid in increased employee productivity. Because of these reasons, maintaining the health of your employees, through a blood pressure screening program is both practical and profitable.

Basically, high blood pressure is the result of an increased force of the blood against the walls of the arteries. However, the cause of the most common type of high blood pressure, primary high blood pressure, remains unknown. At present, research scientists believe body chemistry, emotions and heredity play major roles.

Because high blood pressure adds to the workload of the heart and arteries, it must be controlled. After years of hypertension, the arteries and arterioles may become hardened—a condition which greatly increases the possibility of stroke and damage to the heart, kidneys and nervous system.

Possible treatments for high blood pressure victims involve medication and other kinds of therapy to bring blood pressure down and keep it within safe limits. Also, patients are advised to adhere to low-fat, low-so-dium, or in the case of the overweight, low-calorie diets in order to reduce the accumulation of fatty deposits in the arterial walls. Such deposits cause blockage and can require an increase in blood pressure.

Dr. Michael Alderman, Assistant Professor of Health at Cornell University Medical Center, feels that, "a program for hypertension control at the work place is based on the fact that high blood pressure is a disease of high prevelance and one in which effective control can technically be achieved with relative ease."

According to the National High Blood Pressure Education Program, a successful hypertension screening program in the work setting should include the following:

- 1. Dissemination of information about high blood pressure to everyone in the target work force.
- 2. Blood pressure screening of all employees (preferably annually).

- 3. Referral of those employees with high readings to physicians in the community for diagnosis and treatment.
- 4. Follow-up with both the people referred (clients) and their physicians to ensure successful referral and maintenance of anti-hypertension treatment (shortly after referral and then approximately every six months).
- 5. Assisting clients in maintaining treatment over time, and
- 6. Central coordination and record-keeping.

For the actual screening process, the employer should allocate competent blood pressure screeners for the program by contacting the local heart association. Once the screening arrangements (time, location, etc.) have been set, the system can operate as described above.

Hypertension is a silent mysterious killer. And until we come to realize that there are no symptoms, no cures and no one who is 100% safe from it, employees and the companies they work for will continue to suffer. An effective hypertension control program in business and industry is a positive and economical step in the right direction in the control of this leading cause of disease and death.

### CERTIFICATION CLINIC FOR OPERATION LIFE STYLE INSTRUCTORS

Sponsored by: Storage Technology Corporation, Louisville, Colorado and The National Industrial Recreation Association, Chicago, Illinois

#### WHAT IS OPERATION LIFE STYLE?

Intended to improve employee alertness, morale and work performance, this clinic is designed to train and certify staff members of recreation departments for industries, universities, municipal programs, YMCA's, private health/athletic clubs and rehabilitation centers. Detailed instruction and materials outlining methods of organization, promotion, motivation and maintenance of fitness/wellness concepts and techniques are presented. These tools will qualify you to spread the Operation Life Style message throughout your organization and your community.

Date: March 25, 26 & 27, 1981 Place: STC Recreation Center

2270 S. 88th Street

Louisville, Colorado 80027

Registration fee includes learning and resource materials for attendees' permanent use.

#### For further information contact:

STC Recreation 2270 S. 88th Street

MD-RA

Louisville, Colorado 80027

303/673-4267

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Send to: NIRA Headquarters—Operation Life Style Clinic 20 N. Wacker Drive, Suite 2020 Chicago, Illinois 60606

### **TOURNAMENT NEWS**

by Stephen W. Edgerton, CIRA Xerox Corporation NIRA Vice President, Tournaments and Services



#### **Snap Up Some Winners For Annual Photo Contest**

In the near future you will be receiving information from George Stark, CIRL, regarding the 1981 NIRA Photo Contest. As in the past, this year's contest will offer three divisions with four classes within each division:

**DIVISIONS:** 

**CLASSES** 

color slides

scenics

color prints

nature

black and white prints -

human interest

open

Deadline for entries will be Friday, April 24, 1981. If you have any questions or would like further information on the contest for your employees contact George Stark, Manager Retrofit Department, McDonnel-Douglas Corporation, 10176 Corporate Square, St. Louis, MO, 63132. Phone: 314/993-7267. Winning entries will be displayed at the upcoming Conference and Exhibit to be held in Chicago in May. Top winners in last year's contest were published in the July 1980 issue of Recreation Management, pages 18–20.

Other material that NIRA Organization members should have received by now is information on the 1981 Awards Program. This program is designed to recognize and honor NIRA member organizations and individuals who have demonstrated proficiency and enthusiasm in support of industrial recreation programs for their employees during 1980. Kirt Compton, Awards Committee Chairman and Immediate Past President of NIRA notes that entrants need not have lavish or extensive recreation facilities to qualify for an award. The Awards Committee, he points out, is more interested in how a program di-

rector utilizes imagination, creativity and resources in meeting employee needs.



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RM, February, 1981

### A Survey Worth Repeating With Your Employees

For more than 20 years the Prudential Lakeview Association (PLA) of the Prudential Insurance Company, Minneapolis, Minnesota has provided recreational and athletic activities for its members. In the fall of 1979 the PLA Board of Directors decided to take a survey to determine just how well the association's activities met the needs of the membership.

In a memo to the members encouraging their participation Bill Milon, then Executive Vice President of PLA stated: "In this day and age of rapid change and a more educated, prosperous and independent membership, we feel it is vital to our future success to be as tuned in as possible to changing recreational and social needs and desires. Our survey should help in this regard."

The goals of the survey were to:

- identify the PLA membership
- evaluate current and prospective events
- learn what factors determine participation in PLA events
- collect any feedback from PLA members

To encourage frank and direct responses, survey form for analysis. To encourage a large and quick return, it was decided that PLA would have a drawing with daily cash prizes for the first five days of the survey. The plan was most effective as more than 1,400 responses, (a 70% return rate from Prudential's 2,100 employees) were received.

The plan was most effective as more than 1,400 responses, (a 70% return rate from Prudential's 2,100 employees) were received.

The survey was designed by Dave Bouchard, a Prudential employee in the Expense Management Information Division, who tested, printed, completed, keypunched, and tabulated all of the results.

"We enjoy a very good relationship with the company says Bill Milon, now President of the PLA. "Without this good rapport, our survey would not have been possible."

A statistical computer program was used, which not only calculated various statistics, but cross tabulated the variables so that responses to a given activity could be analyzed as to age, sex, education, level within the company and so on.

"This type of program and survey would be much more meaningful to a company with a more heterogeneous population" says Milon, "such as 50/50 male/ female; office and factory workers or different types of office workers such as clerical, engineers, draftsmen, and so on. In this way," he explains, "you would be able to identify different special interest groups and then target activities and publicity for them accordingly.

For example, the final survey report explained, the materialist factor was found to be strong in many members' minds. Promotion based on good prizes, food and reasonable price was found to appeal to this group. If a given event had valid material aspects, it was concluded, promotion of them should help to draw those members with this given tendency.

The report concluded that to use this data for ongoing PLA marketing decisions two approaches could be used to good effect: By focusing on either (a) choosing the appropriate criteria to interest target members in events currently desired to continue; or (b) picking target segments and determining what types of events they might want, the PLA Board could be more responsive to its members.

Results of the survey indicated that the PLA group in general is a young one (26–35 years old), has been with Prudential or PLA for 3–4 years, and attends 2–3 PLA events per year. The top three factors found to determine a member's participation in PLA events were reasonable price; attendance of friends, family and coworkers, and the distance of the event from home.

While PLA event attendance was definitely found to be price sensitive, most respondents' comments indi-

(continued on page 28)

#### **PLA OPINION SURVEY**

A.	How many years (to the nearest year) have you been a member of PLA?
В.	How many years of service do you have with Prudential (to the nearest year)?
C.	How many PLA "events" have you participated in, in the last calendar year? (Note: Multiple occurrences like participation in softball count as one event.)
D.	How many times has your PLA Booster personally contacted you on PLA events in the last year (not counting circulation of flyers or memos)?
Ε.	How old were you on your last birthday?
F.	What is your current job "level"?
G.	entertainment (if married, how much does your total family spend per person)?
Н.	What is your current Marital Status?
I.	How many children do you have living with you and/or your spouse?
J.	What is your sex?
K.	What is the highest level of education you have completed?
L.	How effective would you say the "PLA ACTION" newsletter is in communicating PLA business to you?
WI	HAT FACTORS HELP DETERMINE YOUR PARTICIPATION IN PLA EVENTS?
Но	w important to you is each of the following in determining whether or not you attend/participate in a PLA event?
K. L. M.	Chance to socialize with other PRU people.  Distance of event from my home.  Presence/absence of transportation to/from distant events.  Support/recommendations of PLA boosters.  Novelty of event (something outside my normal activities).  Having friends/family/co-workers attend event.  Previous personal experience at event.
Co	omments
E	VALUATIONS OF CURRENT PLA EVENTS
Α.	Athletic Events
В.	Social Events
C.	Services—Rate how important you feel it is for PLA to continue to provide the following services:
NI	EW IDEAS
Н	ow do you feel about the following ideas for PLA Events (i.e., should PLA sponsor these in the future)?

No survey can directly find out everthing respondents wish to communicate. If you have any other comments on PLA operations—ideas, suggestions for improvement, what is now being done well—anything you feel would be constructive, please write them on a separate sheet of paper and attach it to the survey. Thank you for your cooperation.

RM, February, 1981

V. GENERAL COMMENTS

I. WHO ARE YOU?

H.

III.

IV.

# The American Cancer Society thanks you.

### Your employees thank you.

### Their families thank you.

You've become a life saver. Literally, For installing our Employee Education Program. For letting us supply free films, exhibits, speakers, pamphlets, posters, and articles for your company publications. For accepting our help in arranging "action" programs for your employees...for detection of colorectal cancer, instructions in breast cancer examination, for detection of cervical cancer via the Pap test. For simply understanding that if cancer is detected in its early stages, chances for cure are greatly increased. Thank you.

Hundreds of companies now have an American Cancer Society Employee Education Program. If yours isn't one of them, call us.



American Cancer Society 2,000,000 people fighting cancer.

#### **PLA Survey Results**

(continued from page 26)

cated that they felt the organization is doing a good job in keeping costs down. With increasing costs of gas and transportation in general, the distance of events from members' homes was a major factor.

In the evaluations of currently held events, the report continued, it is interesting to note that in every case social events rated higher than sports events. The implication is clear that the PLA membership conceives of the organization as more of a social than an athletic group. Interestingly, the service functions of PLA rated higher than most of the other social or sports activities. A brief analysis of the 1979 PLA Financial Statement within the context of the survey provides a suggestion of the current correspondence of PLA spending to the expressed preferences of the membership.

#### 1979 PLA FINANCIAL STATEMENT BY CATEGORY

Category	Amount	% of Total Expenditures
Sports and Related		
Activities	\$ 6,398.62	14.95%
Social Events		
(including Picnic)	28,289.25	66.07
Service Functions		
(e.g., discount tickets)	1,528.79	3.57
Season Tickets	2,329.80	5.44
Administrative Costs	4,269.94	9.97
Total	\$42,816.40	100.00%

While the relative spending on social events versus sports events appears to be in relative balance, expenditures for service functions appears to be quite low, considering the high value placed on them by PLA members. Along with this, the most popular new ideas centered around new services: surveying local businesses for discount group rates and sponsoring personal development lessons (such as cooking classes, etc.). The desire for PLA to take on increased consumerist functions also appears to be present.

Portions of the PLA opinion survey are reprinted on page 27. For more specific information on the results of this survey or how you can conduct a similar survey in your organization contact: Bill Milon, President, Prudential Lakeview Association, P.O. Box 1143, Minneapolis, Minnesota 55440.

#### JOB SATISFACTION AND PRODUCTIVITY AND THE ROLE OF EMPLOYEE RECREATION

by D. L. Groves, Bowling Green State University and W. B. DeCarlo, Xerox Recreation Association

Employee recreation has been an expanding field within the business and recreation disciplines. One of the primary issues to the future growth of this field will be the benefits and impact it has upon the individual in relation to company outcomes. The question, in terms of benefits and outcomes, is one of job satisfaction for the employee and productivity for the company. The problem of job satisfaction and productivity in relation to employee recreation programs must be solved. If it is not, industrial recreation will be a qualitative science because those factors that improve programs in relation to positive outcomes will be difficult to isolate. The purpose of this study is to develop a methodology to quantatively examine the issue of the relationships between an employee recreation program and job satisfaction and productivity.

A case study was undertaken for a major manufacturing company in the southeastern United States. One hundred fifty participants were included in the study which was conducted on two study groups: Group 1 were those individuals who did not participate in the

health and fitness program or any other recreational program within the company (N = 50). Group 2 were those individuals who participated in the recreation programs and the health and fitness program on a regular basis (N = 100). The participants in the treatment group were executives and active members in a health and fitness program. Groups 1 and 2 were also asked to change or reverse their recreation participation patterns on randomly selected days to test the impact or change upon job satisfaction and productivity. The participants in the study were requested to maintain their normal pattern for six months and were then were asked to reverse their pattern during the last six months. Questionnaires were completed at the beginning and end of each six month period. This allowed for the determining of the impact of recreation in terms of a fitness program. Test phases were established before the reversal pattern to determine the net effect, especially in relation to the activity that provided the increases or decreases in the overall job satisfaction and productivity. Individuals were selected to participate in the program at random.

(continued on page 30)

#### Table 1

#### **Normal Pattern** A. Job Satisfaction

Pre-Post-

Non-Participant

No Differences

Recreation (Skill Level)

Low and Medium

10% Gain

High

No Difference

#### **B.** Productivity

Non-Participant

Post-

Recreation (Skill Level)

No Differences

Low and Medium

42% Gain

High

No Difference

#### Table 2

#### **Reversed Pattern** A. Job Satisfaction

Post-

Non-Participant

15% Gain

Recreation (Skill Level) Low and Medium

18% Loss

High

14% Loss

#### **B. Productivity**

Post-Pre-

Non-Participant

42% Gain

Recreation (Skill Level) Low and Medium

22% Loss

High

15% Loss

#### **IOB SATISFACTION**

(continued from page 29)

Job satisfaction was measured utilizing a scale composed of 63 items. A four point scale (satisfied, neutral, dissatisfied, and not appropriate) was used to record the responses (Schletzer, 1965). Job satisfaction scores were obtained through the summation process. Scores ranged from 63-189 with the larger score indicating higher job satisfaction. This particular scale was chosen for job satisfaction because it analyzes the component of work on a diagnostic basis.

Productivity, the long term factor, was measured using the concept of objectives accomplished (Groves and Groves, 1980). This type of measure was utilized because it is easier to deal with percentage of objectives accomplished as a measure of worker effectiveness than the more elusive concept of productivity. Participants are more defensive about the word productivity when compared to the word objectives. Two measures of productivity were utilized: (1) an objective measure, that is, a job supervisor's or occupational counselor's rating and (2) a subjective measure, that is, an employee's selfrating.

The job supervisor or occupational counselor and the employee were asked to establish a number of work related objectives for the allotted time. At the end of the measurement period, the employee, the job counselor and the supervisor were each asked to rate the objectives accomplished on the following scale: completely achieved; partially achieved; not achieved at all. The following scale was used to rate the objectives: If an objective was completely accomplished, it was assigned a value of one. If it was partially accomplished, it was assigned a value of 0.5, and if there was an unexpected outcome, it was assigned a value of 0.25. The sum of these scores was divided by the total number of objectives listed. This provided an index of tasks accomplished in terms of an objective and subjective rating.

Since the company did not have facilities on site, there was a YMCA within two blocks walking distance from the main headquarters. This facility was used and the local YMCA worked in cooperation with the company to develop its program. This program is progressive and designed to improve health based upon skill level (Myers, 1975; Pollock et al., 1978; Fleishman, 1964). One skill level was the low to medium and the other a high skill level. Individuals were placed in the skill groups based on a preliminary test and upon their advancement and progress through the program. The basic objective of the program was to increase strength and flexibility with an emphasis upon conditioning at first. The company did not have an individual to supervise the fitness programs.

Comparisons were made between the pre-and posttest scores for job satisfaction and productivity. The categories utilized for the comparisons were the recreation vs. the non-recreation groups and the low and medium vs. the high skills in the recreation group. It was found that with the "normal recreation patterns" there were no significant differences between the pre-and post-test scores for the recreation high skill group and the nonrecreation group for both job satisfaction and productivity. There were differences on the low and medium skill level for job satisfaction and productivity (table 1). There were significant differences between the pre- and post-test scores when the recreation patterns were reversed, indicating the importance of the impact of recreation upon job satisfaction and productivity. There were increases in job satisfaction and productivity in the non-recreation group. There were greater changes in productivity than job satisfaction. There were decreases in employee satisfaction and productivity in the recreation group. There was more of a decrease in productivity than job satisfaction for the high skill group. The decrease in productivity and job satisfaction for the low and medium skill group was in the same range (table 2).

Results suggest that when recreation is manipulated in the industrial setting, it has a significant impact upon job satisfaction and productivity. The increase in job satisfaction and productivity that may be expected with a non-recreation group is in the range of 15–25%. The decrease that may be associated with loss of recreation opportunity is in the range of 20–35%. Recreation is an activity that is able to bridge the work and leisure setting to take the activities where they can develop such benefits as leadership, organizational skills, etc., and inject them into the company in a very non-obtrusive manner. Even though the lower productivity in itself does not indicate the major impact of recreation, the reversal of role is the conclusive evidence that illustrates the positive benefits of recreation. rm

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### **NEWS IN BRIEF**

### Paper Highlights Role of Exercise In Health of Adults

Jack H. Wilmore, Ph.D., presented a paper entitled "Exercise in the Promotion of Health in the Adult Population" at the National Conference on Physical Fitness and Sports for All. A brief summary of his presentation follows:

Patterns of modern living have channeled the average American into an increasingly sedentary existence. Man, however, was designed and built for movement, and it appears that physiologically he has not adapted well to this reduced level of activity.

Regular exercise is necessary to develop and maintain an optimal level of good health, performance, and appearance. It can increase an individual's physical working capacity by increasing muscle strength and endurance; by enhancing the function of the lungs, heart and blood vessels; by increasing the flexibility of joints; and by improving the efficiency or skill movement.

For many adults with sedentary occupations, physical activity provides an outlet for job-related tensions or mental fatigue. It also aids in weight control or reduction, improves posture, contributes to a youthful appearance, and increases general vitality. Active individuals appear to have fewer heart attacks than their less active counterparts. Furthermore, if an active individual does suffer an attack, it probably will be less severe and his chances of survival are greater.

Additionally, more than 50 percent of lower back pain or discomfort is due to poor muscle tone and flexibility of the lower back and to inadequate abdominal muscle tone. In many instances, this disability could be prevented or corrected by proper exercise. And finally, much of the degeneration of bodily functions and structure associated with premature aging seems to be re-

(continued on page 32)



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#### **NEWS IN BRIEF**

(continued from page 31)

duced by frequent participation in a program of proper exercise.

An individually prescribed exercise program to supplement the normal daily activities of most adults is essential for good health.

### An Affordable Activity? An Evening of Bowling

Compared with the costs of most leisure time activities, bowling remains one of the least expensive. While the average ticket to a Broadway show is up to \$17, and the average ticket to a National Football League game will cost you about \$9.75, bowling a game at your local bowling center costs approximately \$ .91.

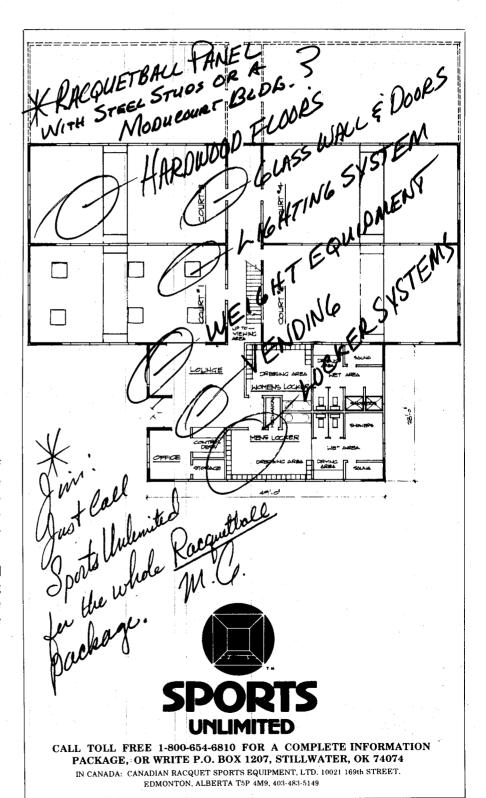
The entrance fee to most amusement parks today is about \$10 a person—professional basketball games are up to at least \$5 a ticket—even movie theatres are asking as much as \$4 per seat on a national basis.

And along with the rising cost of leisure time activities, so goes the cost of the transportation there. People are forced to look in other directions for affordable leisure time activities.

Last year, 72 million people found that answer in bowling, according to the National Bowling Council, the educational and service arm of the sport.

That number has been growing yearly, and with the rising cost of most evenings out, it looks as though bowling's increasing popularity has only begun.

(continued on page 33)



#### **RIDESHARING**

(continued from page 9)

250,000 gallons of gasoline since its inception. It also claims to eliminate an estimated 60 tons of air pollution per year because of the program. What do their statistics prove? That ridesharing really does work.

Today more than ever, many people find ridesharing to be the simple and logical answer to the ever-increasing problems of transportation costs and efficiency. And ridesharing is necessary for a better America—for it helps conserve our all-too-precious fuel. By putting the brakes on waste, and steering toward conservation, ridesharers can help ensure a prosperous future.

For help in organizing a successful ridesharing program for your company, check the sidebar for a listing of available publications you can write for, and phone numbers you can call.

#### **NEWS IN BRIEF**

(continued from page 32)

### **Guide to Racquet Sports Currently Available**

Many factors contributed to the explosive growth of interest and participation in tennis, racquetball, and related sports during the 1960's and 1970's. This period marked the era of open tennis, more televised matches (including the Billie Jean King-Bobby Riggs spectacle), and the growing acceptance of lifelong exercise as a healthy activity. All contributed to the rising popularity of tennis and related games.

Accompanying the enthusiasm has been a multitude of books, films, periodicals, and organizations relating to the racquet sports. With the publication of Racket and Paddle Games: A Guide to Information Sources (Gale/241pp./\$30.00) all in-

terested parties will have a convenient guide to published materials, audiovisuals, organizations, and other sources of information on all racquet sports.

The information guide devotes separate chapters to each of the major racquet games: badminton, paddleball, platform tennis, racquetball, squash, table tennis, and tennis. Other chapters treat a variety of minor racquet games, general works on racquet games, and a selective listing of recommended library purchases for each of the major games.

Within each chapter, the relevant types of information sources are grouped together. Listings of audiovisual materials, books, camps, equipment, instruction, and period-

(continued on page 34)

ALL-ALUMINUM Outdoor/Indoor

### TABLES & BENCHES

Ideal for campgrounds, resorts, recreational areas, parks, clubhouses.

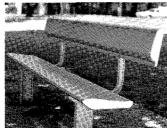
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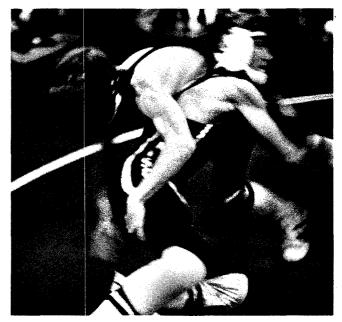


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The President's Committee on Employment of the Handicapped Washington, D.C. 20210 The School of Visual Arts Public Advertising System

#### **NEWS IN BRIEF**

(continued from page 33).

icals will be most beneficial for foundations, organizations and associations. In addition, the chapter on tennis includes listings for "Tennis for the Handicapped" and for "Tournaments."

Completing the information guide are association, author, subject, and title Indexes. To purchase this publication contact Gale Research Co., Book Tower, Detroit, MI, 48226.

#### Help Promote Conservation Safety and Sportsmanship

There's probably not a sportsman's club in the country that does not occasionally wrestle over the problem of what could be done to improve community attitudes toward hunting

#### **PHILOSOPHY**

(continued from page 12)

is professional guidance and management involvement.

If the employees are involved with the direction of the program and are sharing in the costs, it scores again as a mark of achievement. If the management personnel is as active and interested in the programs as are their fellow employees, mark down another plus. If the facilities are scheduled to the limits of their use by employees and their families, chalk up more points. If the programs are carefully supervised and there are few accidents, arguments and discords, it certainly merits considerable recognition. When a friendly atmosphere is evident wherever we look, then it's time to give the highest grades for the programs offered. Should the programs offered also provide opportunities of learning, bring about an element of supervisory training and discovery which relates closely to the company in every aspect, it then can be considered as a Nobel prize winner in our profession.

and the shooting sports. Of course, some 3,000 sportsmen's and conservation groups actively participate in National Hunting and Fishing Day each September, but what about the rest of the year?

It doesn't matter whether your club has 500 members and is located on the outskirts of a major urban center or whether you're a small-town group; there are a number of programs and activities that you can undertake which will go a long way in helping the nonshooting residents of your community understand what hunting and the shooting sports are all about. And the National Shooting Sports Foundation has the suggestions and materials to help your club make an effective presentation.

Practically every community has a variety of groups, clubs and associations that regularly schedule meetings or social affairs that feature film showings, speakers and other presentations by outside groups. Men's groups in your area might in-

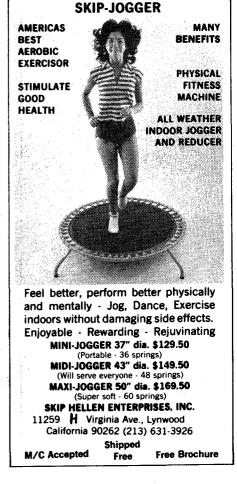
clude such fraternal organizations as the Elks and the Moose or civic and service groups such as the Chamber of Commerce, Kiwanis, Jaycees, Rotary and Lions. Women's groups in your area might include the YWCA, the Federated Women's Clubs, the DAR, Junior League and the League of Women Voters. Other possibilities include the YMCA, PTA, church groups, garden clubs, industrial clubs and the many citizen and neighborhood associations found in most communities.

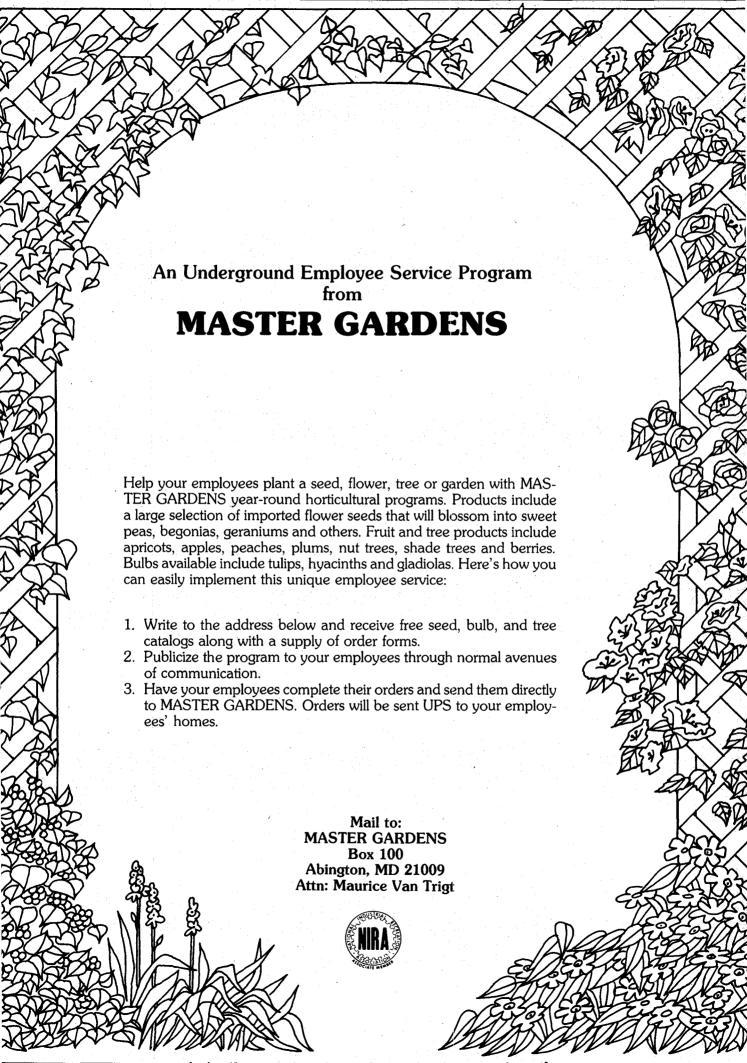
The National Shooting Sports Foundation has a variety of materials, including films, filmstrips and brochures and booklets to help you present an interesting and informative program on the hunter and conservation, good sportsmanship and hunting and firearms safety.

Samples of NSSF literature, including our literature catalog, are free of charge. Write to: NSSF Literature Department, 1075 Post Road, Riverside, CT 06878.



AC A Public Service of This Magazine





#### NIRA CALENDAR

#### Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesay. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 490-2777.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Kathleen Carney (617) 895-3228.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/
Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Frank Ortega—(301) 871-2316

#### **Regional and National Conferences**

**40th Annual NIRA Conference and Exhibit** will be held May 6-10, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio.

**Region VI Conference and Exhibit** will be held October 15–18, 1981 at the Sheraton Denver Tech Center, Denver, Colorado.

**Region VII Conference and Exhibit** will be held September 17–20, 1981 at the Hilton Riviera Hotel, Palm Springs, California.

For further information about the conferences above contact the NIRA office—(312) 346-7575.

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#### Order your professional library

☐ Benefit Analysis of the Industrial Recreation	☐ Motorola's Recreation Manual		
Institution A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.  □ Employee Recreation: Outlook for the Future A comparison of data compiled from surveys of NIRA	A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on-and off-site employee activities. Its three-ring loose-lead binder design allows for continuous updating, revisions and additions, offering ease of page removal for duplication and distribution. \$35 for NIRA members; \$48 for non-members.		
members in 1974 and 1978. Covers activities, facilities, staff personnel and salaries, budgets, and more. 67 pages. \$5.00.	☐ How to Organize and Manage Tournaments Everything you need to know: organizing, publicity, teams, leagues, eliminations, and finals. 36 pages. \$5.00.		
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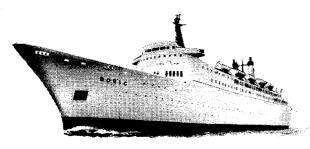
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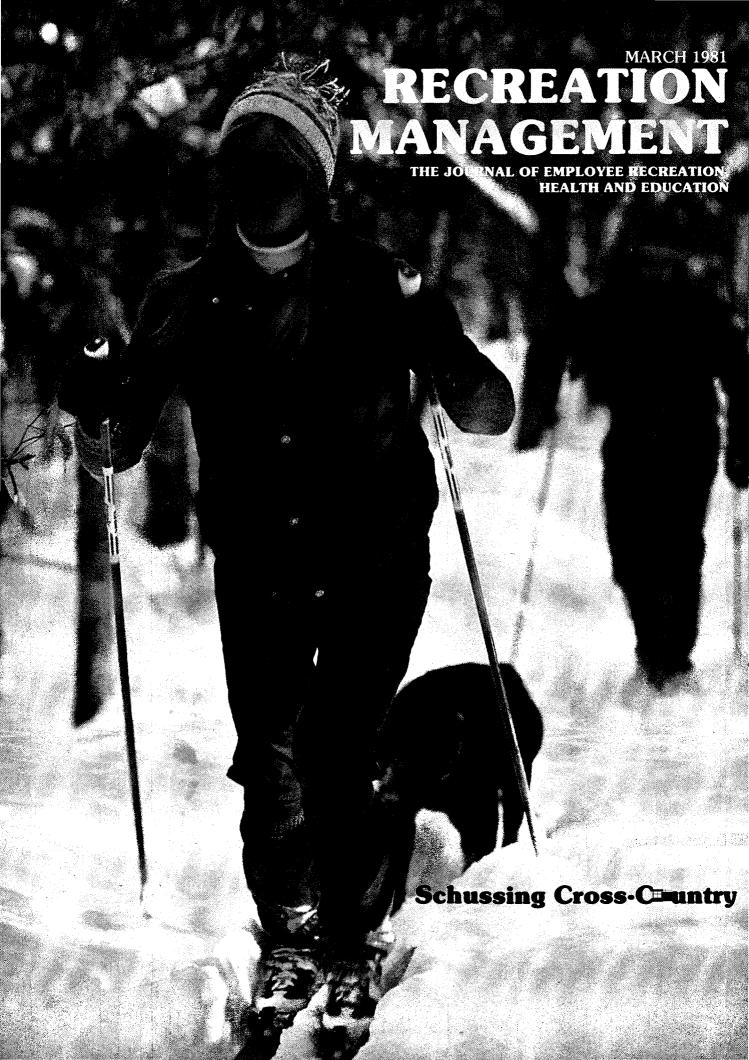
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#### SERVICES & ACTIVITIES

#### Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

#### Services and Activities

Recreation Management—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *Recreation Management*, *Keynotes*, a monthly newsletter of program ideas, is published for members.

Consultation Service—NIRA Consultants and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests— Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or near-by.

Membership Directory—A complete listing of the NIRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NIRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors for organization members only.

Conferences & Workshops—NIRA's Annual International Conference and Exhibit, open to all NIRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NIRA certifies industrial recreation administrators and leaders after they successfully complete the Certified Industrial Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIR-REF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

#### **Types of Membership**

Organization—Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate—Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Employee Services and Recreation Chapters—Open to local areas having organized associations comprised of business, industry or government.

Individual—Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University—Available to institutions interested in Employee Recreation. By virtue of membership, students enrolled in these institutions receive a reduced student membership fee.

**Student**—Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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#### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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# Christopher G. KnightTRAK, Inc.

#### In This Issue . . .

It may nearly be spring but diehard fans of nordic skiing are still out there schussing away on their cross-country skis. The March issue of *Recreation Management* is traditionally devoted to sports and this year's edition is no exception.

The ease and affordability of cross-country skiing is highlighted on page 6 with an accompanying piece on page 8 for downhill skiers planning an alpine ski trip. On page 11, free lancer Bud Harvey describes how demographic shifts in the U.S. are affecting employee recreation programs.

And in a special interview with *RM* entitled "An Oriental Outlook on Employee Services," Joji Arai, Manager of the Japan Productivity Center, discusses how Japanese industries' paternalistic philosophies are affecting morale, absenteeism and employee turnover.

And be sure to check our regular columns: The Fitness/Health Bulletin (p. 21) has tips on "Heading off Headaches"; Ideas Clinic (p. 14) addresses the inquiry of an Associate member; and NIRA News (p. 10) updates readers on happenings at NIRA's January Board Meeting.

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#### MARCH 1981 • VOLUME 24, No. 2

## RECREATION MANAGEMENT

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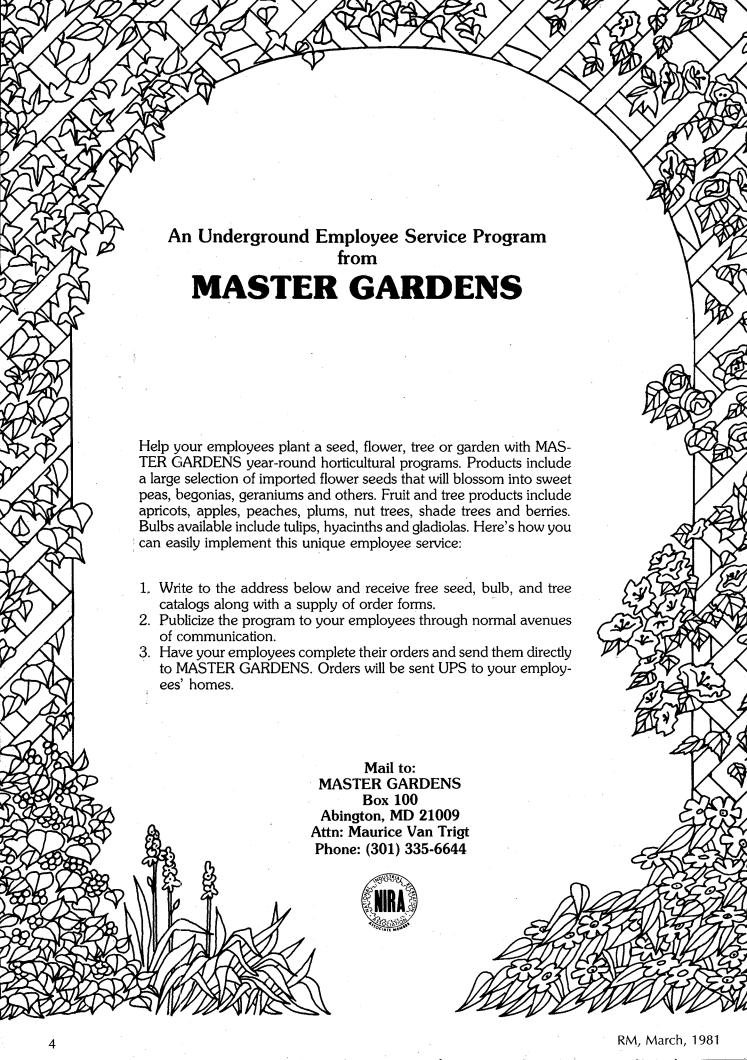
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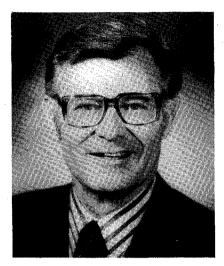


Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.



# The NIRA President would like a word with you

#### ... about the importance of your NIRA Membership



Al Ward
Owens-Corning Fiberglas Corporation
1980–81 NIRA President

This month's column was written by Elizabeth Burchard of Northwestern Bell, Omaha, Nebraska. Ms. Burchard is NIRA's Vice President of Membership.

Paul J. Meyer, President of SMI International, Inc., the parent company of Success Motivation Institute, was asked once, what he would do if he had a chance to start over. He answered, "If I had all the money in the world, I'd be doing what I'm doing now. I love my work because I hear and see that, as a result of what I do, people change. They come out of their cocoons, unfold, grow, become and achieve." He feels further that our life will be happy, satisfying and successful if our work:

- Allows us to use our full potential for creative expression,
- Fills our time with activity that is intensely interesting,

- Provides an opportunity to share something of ourselves with others.
- Brings the financial rewards we desire.

To quote NIRA past president, Kirt Compton, in September *RM*, "Only those employees who are content with their jobs will have the kind of loyalty, pride and respect for their company that elicits high production. Ours is a people oriented profession. Often overlooked is the number one resource responsible for company profits—employees—human resources."

NIRA president, Al Ward, encourages us to begin—now—and work toward "Excellence in the Eighties".

Finance Vice President, Jerre Yoder, in the '81 December/January issue of Recreation Management gave us an overview of NIRA's gradual change and a brief summary of still a more progressive, rapid advance of the process of development to come through the National Employee Services and Recreation Association (NESRA).

We each share two basic purposes for membership in this professional association. One is of self-development. The other is of program development aligned with, and running parallel to, progressive goals and objectives of those businesses, industries and/or governments of people we represent.

For most of us, the way we perceive a job or a situation is the way we perform. Think of yourself. Why have you chosen to be a part of the Human Resources area? Is it a career path or a means through volunteerism of helping others to grow? Ask

yourself: am I efficient? Am I doing the job right? Am I effective at what I do? Am I getting results?

We need to next ask ourselves: is our program in total "sync" with the Human Resources systems of our places of business? Have we applied the latest concepts? Are our goals always changing?

Joining NIRA will keep you abreast of the most recent research data and practices available. Joining an association of fellow colleagues and participating in its programs regularly is a training benefit we cannot afford to be without. One will meet others of the same interest and responsibility. One will review old methods, streamline projects and simplify. New ideas and methods are founded and you, as a leader, will grow and your programs become more professional.

NIRA is an international association of professionals and volunteers who assist the business community in a "people caring about people" climate which results in the better health and well being of its employees and their families. This should be a quality life which emits high energy and great productivity.

Ours is a unique work; we learn by doing. In doing so we find encouragement in a supportive, stimulating learning environment. The pursuit of company growth and development and that of personal growth and development is constant. If you are convinced of the benefit of NIRA, you will convince others.

(continued on page 27)

# Cross-Count chussing

It may be just a brisk 17 degrees outside, but more and more people of all ages this winter can be found in parks, fields and on frozen lakes enjoying the great outdoors. Too chilly for you? Not at all if, donned with a pair of cross-country skies you find yourself negotiating a turn or a dip in the snow-covered trail that lies just ahead.

Cross-country ski touring or "nordic" skiing has become America's fastest growing winter sport. According to recent figures, some 3 to 4 million Americans are taking to the fields, hills and trails this winter to enjoy this popular activity.

Why such phenomenal attraction?—mass appeal. People of virtually any age and ability can participate—pre-schoolers, grandparents, executives and housewives. Young and old, skilled and unskilled, it's a sport that can be enjoyed by all. Whether one takes up nordic skiing as an occasional recreational pursuit, actively participates in citizen races, or practices such specialties as telemarking in world class competitions, it's one sport that offers something for everyone.

Unlike downhill or "alpine" skiing, cross-country skiing requires no tow ropes, chair lifts or gas guzzling drives to remote ski resorts to have its thrills experienced. And surprisingly, it isn't even necessary to have dozens of inches of "base" and "powder" for a person to be able to engage in it. A minimum of just a few inches of snow is all that's

needed to get the skis out of the closet and onto a traversable course. Though cross-country skiing is not as fast as downhill skiing, it's just as exhilarating. In addition, it offers skiers who are afraid or uneasy on alpine runs, a chance to get on the boards.

The two kinds of skiing differ primarily in the type of glide that's employed. With nordic skiing, participants shuffle along the snow in contrast to the downward run typical of alpine skiing. Using lightweight, inexpensive equipment and loose layered clothing, cross-country skiers can glide down moderately inclined slopes, easily traverse flat ground and make their way up gentle hills.

The cross-country enthusiast has much more freedom to pursue his interest than his downhill contemporary has. Instead of the "hurry up and wait" phenomenon common to the alpine skier who is transported by chairlift to the top of a hill for a brief slalom downward; the cross-country follower can cut his own trail through field and forest taking plenty of time to note such subtle signs of nature as a pair of rabbit tracks, a gurgling stream or the clean, crisp freshness of the great outdoors.

It's been said of this sport that "if you can walk, you can cross-country ski." Because this is true, there are a lot fewer accidents attributed to this type of winter skiing than there are to the downhill type. And unless

you're among the most serious of enthusiasts who compete in world events, there's also very little competition involved in this "go-at-your-own-pace, suit yourself" winter recreation activity.

One of the most appreciated aspects of the sport, which undoubtedly accounts heavily for its phenomenal growth, is the minimal expense involved. Though equipment costs vary and specialty shops can sell anything from the budget special to the top of the line, the average price tag for the first time investor hovers around the \$80 to \$120 mark, depending of course, upon the quality of the equipment desired. This figure compares to about \$250 to \$300 for an initial investment in comparable equipment for downhill skiing.

And the skiing itself is free in many parks, preserves and wide open spaces available to the public. You can even cross-country in your own backyard or on golf courses closed for the winter. There's another bonus to be had for nordic followers and

it's one that should not be lightly overlooked—the fitness benefits that result from cross-country skiing are among the best aerobic exercise activities a person can engage in to achieve and remain in top physical condition.

Because it's a total body exercise involving the aims, legs, shoulders and back, not only do the body's major muscle groups get a good work out but the entire respiratory system is affected, increasing the skier's heart-lung capacity and efficiency. It's a sport that involves prolonged, continuous motion. For this reason, beginners may want to prepare for their first outing by hiking, walking, logging or jumping rope to increase their stamina and endurance. (In fact, many crosscountry enthusiasts, in the off seasons, are regular backpackers, hikers and joggers.) Limbering up before hitting the trail is also highly recommended.

As more and more people experience the delights of this sport, more and more ski shops, advertisers and

sports writers are beginning to take greater interest in this expanding recreational market.

Recommended reading for those with an interest are two publications specifically aimed at the cross-country skier: Cross Country Ski Magazine (published three times a year, \$2.50 per issue); and Ski X-C (an annual priced at \$2.95.) Both publications cover tips on choosing equipment and clothing, getting into shape for the season, ski techniques and competition, and popular places to ski. Particularly helpful is a publication list in the November/December issue of Cross Country Ski Magazine that highlights books covering everything from waxing to wilderness skiing.

For further information on the sport, contact the United States Ski Association, P.O. Box 777, Brattleboro, VT, 05301 or write Mary Steele, TRAK Inc., 187 R Neck Road, Ward Hill, MA, 01830 for a free brochure on cross-country skiing and the equipment needed for it.



Ratliff, W.Va. Dept. of Commerce

# anning

Confused about buying a ski trip? It's no small wonder, what with all of the decisions you will have to make. Start to narrow the choices by carefully defining individual ski trip needs. The following ski trip checklist, provided courtesy of the National Ski Areas Association, will start you on your way.

It is important to keep in mind that a great many ski centers can offer as much skiing as anyone can do in a day, regardless of vertical feet of skiing terrain. It is not necessary to look only for the biggest ski hills to find a resort that matches your ski trip needs. Down-hill skiing comes in all sizes and is attractively packaged by most ski resort operators to suit a variety of travel tastes.

A reliable travel agent can be a skier's best ally as travel plans take shape. With the NSAA checklist in hand, the next stop should be the travel agent. Remember, the customer is not charged any extra for this important service. To take advantage of the best ski deals, be it for a weekend trip or weeklong holiday, book early. That means making reservations for both the travel and accommodations portions of your trip. Peak holiday periods fill up well in advance at most ski locales.

Many airlines serve ski country and offer special travel agent brochures that fully outline the choices of ski holidays available in a variety of price ranges, including high and low season packages. Don't just select a ski destination because you've heard the name before. With your travel agent, look carefully through these helpful airline guides before making up your mind what vacation style is appropriate for your group.

Consider, also, contacting the ski area directly for more trip information. There are a number of books and consumer magazines describing ski resorts in various regions of the country. Addresses and phone numbers are listed. One guide that covers every ski area in North America in great detail is "The White Book of Ski Areas," published by Inter-ski Services in Washington, D.C. and available in most bookstores. Most states where there is skiing also offer free ski travel brochures through their departments of commerce, travel and tourism. These are located in the state capitals and can also be a good source for ski consumer information.

The National Ski Areas Association is a trade association of ski area operators and suppliers of ski area equipment. Its 700 members are located in 36 states and several foreign countries.

#### NATIONAL SKI AREAS ASSOCIATION SKI TRIP PLANNING CHECKLIST

	WHEN DO YOU WISH TO TAKE YOUR SKI TRIP(S)?  —— Specific Holiday Week Dates  —— Specific Weekend Dates  —— Flexible, whenever I can get the best package  HOW MANY PEOPLE WILL TRAVEL WITH YOU ON YOUR SKI TRIP(S)?		
	Single Couple Group (How Many?) Family (How Many?)	·	
3.	WHAT KIND OF CHALLENGE ARE YOU LOOKING FOR IN A SKI MOUNTAIN?  Good mix of easiest, more difficult, most difficult  Easy learning terrain  Lots of intermediate-level skiing  The harder the better  Well-groomed slopes  Good chance for untracked powder  Choice of day and night skiing		<ul> <li>Regularly scheduled bus service (Does resort or lodge arrange for pickup?)</li> <li>Airline (What is nearest major airport location and easiest route to ski area?</li> <li>Combination travel Air/bus Air/Rental Car</li> <li>Amtrak (Amtrak does service some parts of ski country and ski resorts or lodges often arrange pickup.)</li> </ul>
4.	WHAT SPECIAL SKIING SERVICES WOULD YOU DESIRE?  — Adult ski school — Children's ski school  — Nursery and supervised on-snow activities for pre-schoolers — Ski equipment rental — Advanced skiing clinics — Full-service ski shop — Recreational ski racing programs — Helicopter skiing options — Mountain ski guides		WHAT ARE YOUR DINING NEEDS?  — Would like breakfast/dinner included in package plan  — Would like to sample a choice of restaurants during stay  — Would like to be able to count on some fast food meals  — Would like to be able to prepare some meals in condo or rental house  WHAT DO YOU DESIRE IN AN APRES SKI SELECTION?  — Quiet evenings by the fire, maybe some
5.	WHAT SORT OF ACCOMMODATIONS BEST SUIT YOUR NEEDS? Ski lodge First-class hotel Country inn Condominium/rental house with cooking facilities Dorm	10.	backgammon or ping-pong Supervised children or teen activities, movies, dances for teens Sophisticated disco night spots Easy listening music spots Good old foot stomping music  IF SKIING ALL DAY ISN'T ENOUGH, WHAT OTHER ACTIVITIES WOULD YOU LOOK FOR
6.	WILL YOU BE STAYING LONG ENOUGH TO TAKE ADVANTAGE OF MULTI-DAY LIFT PASSES?  ——— Weekend  ——— Three days  ———— Six days		DURING YOUR NEXT SKI TOWN VISIT?  — Heated swimming pools  — Game rooms — Indoor tennis — Skating — Sleigh rides — Winter carnivals
7.	HOW DO YOU WISH TO TRAVEL ON YOUR SKI TRIP(S)?  ———————————————————————————————————		Casinos Full-service health club Antique stores and unusual shopping boutiques Ski touring facilities

#### NIRA NEWS

#### **Board Meeting Notes**

Much was discussed at the winter Board of Director's meeting held January 15–16 in Fort Lauderdale, Florida. The Finance Committee reported that the preliminary year end financial status indicates NIRA operated in the black for the year 1980. This of course, will offset some of the previous years' deficits.

Among the other important items on the agenda was the new name for NIRA—the National Employee Services and Recreation Association (NESRA) which will go into effect January 1, 1982. After some discussion by the Public Relations committee, it was decided that the new acronym, NESRA, will be pronounced to phonetically sound like "ness-ra."

The new designation for certified people will be Certified Employee Services and Recreation Administrator (CESRA—pronounced "sess-ra") and Certified Employee Services and Recreation Leader (CESRL—pronounced "sess-rl"). The Certification Director's term of office was increased from a one year period to two years.

The Membership Committee has been working on new ways to expand NIRA membership. The committee will be sending Board members sample letters that can in turn be sent to local manufacturers to promote NIRA. Other members interested in contacting prospective members in their area may contact NIRA headquarters for a sample of the letter and complete details.

In addition, because of the elimination of the Allied membership category, the Membership Committee is actively working to convert former Allied memberships to full Organization members of NIRA.

The Tournaments and Services Committee announced at the January Board Meeting that the individual fee for the annual NIRA photo contest has been reinstated. Individuals will pay \$1 for each division they enter. This fee will be in addition to the \$20 fee paid by the company for employee participation in this contest. The Research and Education Committee reported that work is continuing on the benefits analysis research project. Plans are also underway to begin actively seeking research funds from various foundations for NIRREF.

A motion was also passed that NIRA co-sponsor with Storage Technology Corporation (Louisville, Colorado), a seminar for Operation Lifestyle instructors. The seminar will take place March 25–27 at Storage Technology. (See February issue of Recreation Management, page 24).

A complete resource and informational packet regarding employee fitness programs is also being completed for distribution to members.

Effective immediately, Industrial Recreation Councils (IRC's), will now be referred to as "Chapters". An updated policy guideline for Chapter affiliation with NIRA will soon be developed for proper distribution.

Regional conferences for 1981 will be as follows:

Region 2, November 5–7, Columbus, Ohio

Region 6, October 15–18, Denver, Colorado

Region 7, September 17–20, Palm Springs, California

Sites announced for the upcoming national Conferences and Exhibits are as follows:

1982—Orlando, Florida

1983—Columbus, Ohio

1984—Denver, Colorado.

#### **Promoted**

George Stark, CIRL, of McDonnel-Douglas Corporation, coordinator of the NIRA Photo Contest for the past three years was recently promoted from the Maintenance Publications Department to Manager of the Retrofit Department.

#### **Passed Away**

Gerry Starkey, Supervisor of Recreation, Convair Recreation Association, and the 1980 Annual NIRA Conference Program Co-Chairman, recently passed away. Persons wishing to extend their condolences to his family may do so by sending them to: Convair Recreation Association, 9115 Clairmont Mesa, San Diego, California 92123.

#### Live In D.C. Area? Get Group Air Rates To Chicago Conference

Pete De Franco, Xerox, has informed NIRA that discount airfares are available through United Airlines for people in the Washington, D.C. area planning to attend NIRA's national Conference and Exhibit in Chicago this May.

Conditions for the reduced rate: The flight will leave Washington National Airport on Wednesday, May 6 at 7:59 or 9:45 am. A minimum of 20 persons is needed to secure the group discount. The entire group must leave for Chicago on the same flight but may take differing return flights to Washington, D.C. Eligible for the reduced rates are NIRA members, spouses, students and anyone else travelling to the national conference.

As of January, the roundtrip airfare for D.C.-Chicago was \$312 per person. With a group of 20 or more the fare is reduced to \$146 per person—a savings of \$166 which can be used for hotels, meals, ground transportation, etc. These prices are subject to change so it's best, if you're interested, to get your reservations in early. For more information call Pete De Franco at (703) 777-8000, ext. 6573.

NIRA chapters in other parts of the country might also want to check into group rates on flights to Chicago for the May Conference and Exhibit.

#### How the Shift to the Sun Belt Affects Employee Recreation

by Bud Harvey

Jack Bonnell is a project engineer for Pratt & Whitney, leading manufacturer of jet engines. Five years ago, Jack was transferred from the corporation's assembly plant in Hartford, Connecticut, to its new research and development complex on the edge of the Florida Everglades.

For Jack, it meant the end of those ski weekends each winter at Sugarloaf and in the White Mountains of New Hampshire. But life has a way of keeping the books in balance. And the transfer to the western reaches of Palm Beach County simply meant that tennis, Jack's other favorite recreation, assumed a new importance in his scheme of things.

"Now I play tennis twelve months of the year," he said. "Even on the coldest winter day, I can pull on a warm sweat suit and join my regulars for two or three sets on Sunday morning. And, with daylight savings, I can get in a set or two before dinner.

Sure, I miss the snow and those ski weekends, but not as much as I did the first year . . ."

For Chuck Cookson, who retired from the Maritime Administration three years ago and said goodbye to his neighbors in Beltsville, Maryland, the move to Sun City, Arizona, offered a brand new dimension in his recreational life. Chuck was one of those golf addicts who would drive thirty miles Friday evening to put an old bag of golf clubs in the rack to reserve a Saturday morning starting time. But, even though winter golf is theoretically feasible in the Washington, D.C., area, it often takes a special quality of self-flagellation that Cookson and his regular foursome lacked.

Now, from his sun-drenched patio, Chuck Cookson can laze through his breakfast and watch the early

(continued on following page)







(continued from page 11)

starters tee it up on the golf course which is just an extension of his lawn. And later, he and Sally will wheel their own golf cart out of the garage and follow those early players down the fairway.

They're down there by the thousands and being joined each year by new thousands, the employees of a migrant American industry and a growing army of retirees who are steadily tilting the population balance of the country toward what the sociologists call the Sun Belt. Nor did it start yesterday. Paul Pelletier, a Dallas machinist, is a full generation removed from the shoe factory in Brockton, Massachusetts, where his father worked as a machine operator—and was moved with the entire plant to St. Louis when Paul was in grade school.

While the steady drain of industry from the north to the south is a very real fact of our economic life, there are compensating factors. In New England, for example, the migration of the textile and shoe industries to the south and west for a variety of reasons has been largely offset by the blossoming of a high technology industry, taking advantage of the educational resources of the area.

But, in balance, the drain of manpower and plant power continues. And the drain carries with it a subtle change in recreational patterns. As Lester E. Lehman Jr., president of the Society of Industrial Realtors, pointed out, the loss of heavy industries to the Sun Belt is matched, especially in the Boston area, by what he describes as "the inflow of high-technology operations such as medical instrumentation and minicomputer manufacturing . . . the kind of thing which requires skilled executive supervision you won't find in the cheaper labor areas, generally

So what is the effect, in a recreational sense, of this subtle shift in demographic patterns?

In a broad sense, it reflects a slow decline in the percentages of men

and women interested in the traditional community house recreational outlets, like basketball and baseball and softball...the team sports. And a consequent increase, especially in the northeast and north central states, in the individual-centered activities: general exercise, swimming, jogging, roller skating and camping.

A recent census by the Sporting Goods Dealer magazine showed general exercise programs far and away the most popular form of physical activity in all areas, and especially among women. More than 44 million women said they practiced regular daily exercise regimens, with swimming next in order with more than 24 million adherents. Jogging was a distant third with nearly 16 million enthusiasts and roller skating was close behind.

Among the men, general exercise again led with 32.5 million practitioners. This was following by 21.8 million swimmers and 21 million fishermen. Camping, bowling and hunting followed in that order, with golf closing fast.

Not surprisingly, the census showed tennis becoming increasingly popular among the ladies with 5.3 million regular players—more than golf and softball and challenging volleyball in popularity. This is not surprising in the light of a study published by the Tennis Foundation of North America last year. It cited an Opinion Research Corporation poll as showing young matrons turning with growing enthusiasm to tennis, as awakening to this form of recreation that is shared by urban blacks.

An attempt by the Tennis Foundation to make a reliable nose count of the tennis players in America ran into headwinds. Estimates ranged from 6.9 million to as high as 59 million players, quite a range! An ambitious telephone poll by the U.S. Department of Interior arrived at a more conservative figure of 40.5 million regular and sometime players (overwhelmingly "sometime").

The Tennis Foundation also tried, with singular lack of success, to

launch a census of existing tennis facilities with a view to promoting the lighting of these facilities for evening play and the construction of new courts. In the opinion of Frank Hannah, then Executive Director of the Foundation, the flattening out of the tennis boom in the 1970's could be attributed to the lack of facilities to accommodate the millions of new players.

"We recognize what the golf industry recognized years ago when it came to the conclusion that the only factor limiting the growth of the game was the lack of golf facilities," said Hannah. "The Foundation would like to spearhead the drive to develop more playing facilities, and to extend the playing day of those now in existence."

While lacking firm figures to support his thesis, Hannah expressed his personal conviction that the so-called Sun States, from Florida west to California, are more aggressive in building new tennis facilities. A similar conviction with respect to golf facilities can be documented by the National Golf Foundation, the Tennis Foundation's upstairs neighbor in North Palm Beach.

Harry C. Eckhoff, Director of Information Services for the Foundation, last month told an audience, "the leading states with new golf course starts in 1980 were Florida with 24, Michigan with 15, California with seven, New York with six, Arkansas and South Carolina with five each, and Arizona, Indiana, Missouri, Montana, Ohio, Texas and Wisconsin with four each."

And he went on to say, "An analysis of golf facility activity in the nation for 1980 reveals that Florida is the big leader with 76 projects when combining course opening, construction starts and prospects."

Significantly, though, Eckhoff's review showed that the five leading states with new courses reported opening in 1980 were all in the Sun Belt—Florida (26), California (12),

#### 

Arizona (11), South Carolina (9) and Texas (8).

While there is no sign that the blossoming new industries of the Sun Belt are falling over each other to construct recreational facilities, the Golf Foundation would like to see some activity in that area. Says the Foundation in one of its promotional booklets:

"Industry, with growing appreciation of the value of employee recreation activity programs, has discovered in golf a wider general appeal . . . than that offered by any other outdoor participation sport. While a growing number of companies each year are building regulation courses for employee use, many are unable to set aside sufficient funds or to find adequate land area conveniently located for regulation golf."

And so the National Golf Foundation urges industries to consider building the short course—the Par 3 or Executive course, arguing that all costs are scaled down and (a strong point) "maintenance and operating costs compare favorably with the cost of maintaining attractively landscaped company grounds."

The advantages of the short course are obvious: it cuts playing time in half, making it possible for employees to play 9 or 18 holes after working hours. Also, the Par 3 course may be lighted for night play and can be built on as little as five acres.

Meanwhile, the steadily changing demographic patterns lead us inescapably to the realization that play patterns also must change accordingly. The 1980 Census shows us a nation of 226 million Americans, an increase of 11.3 million in the last decade. The population thrust is south and west. The State of Nevada, with a 10-year growth of 64%, is the biggest gainer percentagewise. And, oddly, this migration is largely easterly, spilling over from California, one of the big sunshine states. Florida and Arizona are the next fastest

growing states, confirming the drift to the sun.

And what does this mean in terms of industrial recreation?

Says Don Bushore, Executive Director of The Athletic Institute, a leading educational force in sports program development for nearly half a century: "In the last twenty-five years we have seen a rather dramatic change in the recreation picture, especially among the young adults in the working force. Physical fitness, which is pretty much an individual thing, has become almost an obsession. And this is good.

But it's changing things. It's making us, as a nation, more outdoor-oriented. It's made jogging almost a religion with many, both men and women. It's made back-packing more than just a wilderness hobo trip. It's increased the popularity of camping and it certainly triggered the tennis boom of the '70's. Maybe it's time for industry to take a hard look at its recreation programs and ask if new programs might better serve a larger number of its employees."

Meanwhile, although the general hiatus to the great outdoors continues (adding to the attractiveness of the Sun Belt states), let's not paint a picture of bleak desolation in the northern industrial tier. The flow of events tends to set up a pendulum rhythm and natural forces are always at work to restore equilibrium. As the Northeast-Midwest Congressional Coalition points out:

- Obsolete plant facilities in the Frost Belt are being replaced by new and efficient factories, however slowly.
- The Sun States are learning that explosive growth brings with it explosive sociological problems, and early fugitives from the northern states are watching their enviable quality of life being eroded by overcrowding. They are losing their booster spirit.
- The Southwest and West are facing stern limitations on industrial

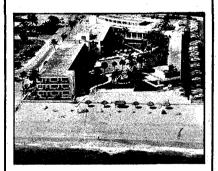
growth, forced on them by historic shortages of water resources.

So, while we are now in a migratory cycle that is opening up a 12-month recreational vista, the tide may be about to recede. In a parody of the time-honored phrase, "the North will rise again!"

But it remains to be seen if the national preference for solo recreational diversions (individual expression, even in small groups) will continue to change our traditional patterns of sport. We Americans like to think of ourselves as rugged individualists, yet no other nation on earth has developed the philosophy and technique of team play to our degree of excellence.

Satisfying outlets for physical activity for the American working man and woman will always be where he or she chooses to look for it. So don't close those gymnasiums yet!





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#### **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

As an Associate member of NIRA, we have been sending letters to several NIRA member companies and would appreciate your comments regarding the letter enclosed. Is it the type of letter from which we might expect some results in sales?

Your sales letter is concise, well written, and attractive. The NIRA logo displayed immediately associates the offer with NIRA, and indicates our endorsement of your service. The attached business card is helpful as many directors have a business card index file for ready reference. I assume from your comment that you have scheduled a series of periodical sales letters tailored to our membership and you may not have received the number of replies anticipated.

As you have targeted in on a selected group of NIRA companies, and not covered the entire membership, this, of course, cuts down on the percentage of returns normally received on a complete mail out. However, we feel sales efforts should not be confined to one media approach. NIRA does provide ad space in *Recreation Management* magazine and has exhibit space at conferences, in addition to many other ad media. We all agree that nothing can compare with the person-to-person contact to sell, and most times letters are written only to stimulate an inquiry. The 800 phone number should be featured as a free and quick means to contact you. Just noting the 800 number at the bottom of your letterhead stationery does not register quickly and may be passed over.

As you have experienced, the field of employee services is new to most companies and the subject is very seldom covered in personnel administration courses or seminars. For this reason, we as officers and staff members of NIRA, and you as an associate member calling on the trade, have a missionary job to do. Once a company experiences the benefits of an employee services and recreation program, it becomes sold on its merits. Seldom do we hear of a company that has eliminated the service once it has had it. Only in rare instances,

where the program was either improperly administered or lacking in management involvement, has it been terminated. As employee services and recreation administrators become more knowledgeable of the vast area of benefits which can be obtained for their employees, the less promotion of the concept will be required from our associates. Most directors are novices in the area of communications and advertising, so any help you can give them is most always appreciated, especially when promoting your services to their employees. Remember, not all companies are fully staffed to handle every service that may be available to them, therefore, alternate methods may be required to provide the service with as little of their time involved. You have indicated this flexibility in your letter and that scores a plus park for you.

Unfortunately, we all hesitate to try anything new, but if we can see where others have experienced the service or product, we are more likely to become interested. No other avenue of sales effort could motivate the purchaser more effectively than the opportunity to call a company using the service or product promoted. You must realize the type of market you are working with and see the director of employee services in the same role as the middle man or wholesaler who in turn must sell your product or service to his customers.

We do know that the four steps to obtaining a sale in our market place fall in this order:

- 1. The price attraction.
- 2. The quality of the offer.
- 3. The comparisons with similar public offers.
- 4. And last in importance, the actual need.

These factors are quite universal; most interest is aroused by price. If this were not so, there would be little reason for stores to promote sales and bargain day offers. When you plan your sales promotional campaign, try to use various sales media and not rely upon one technique. Above all else, understand your market, be familiar with the duties and problems with which directors are confronted, and allow enough flexibility in your program to adjust to their situations and their market to the employees. If they are so busy and burdened down with duties that they are cool to your offer, suggest ways volunteers from the employee group could assist, or a tie-in with some other existing service such as credit union, food service, employee store, receptionist or guard. We have noted that once the professional director is sold on an employee service idea or benefit, he or she always finds a way to implement the service. Your sample sales letter is well written—just keep on promoting.

It sometimes requires a number of contacts—oral and written—to make your point of sale. Becoming known, then accepted as a business acquaintance and finally as a friend is the secret to success of effective sales. NIRA wishes to be of the utmost service and concern for all its members, and especially our associates, who have contributed so very much to NIRA's growth and increased membership benefits.

# Grve your people more vacation for their money.



# Pack them of the Ramada's Inflation Fighter Coupon.

Here's something extra to give your vacation-bound personnel that won't cost the company an extra dime.

Ramada Inn's Family Inflation Fighter Coupon.

With it, up to four people can stay at any participating Ramada Inn. And pay just the single-person one or two-bed room rate. That adds up to savings of about 35%.

We'll be happy to send you enough of these Family Inflation Fighter Coupons for everybody on your payroll. Plus posters which you can use to tell your people about this 4-for-1 Ramada offer.

To order your free Inflation Fighter Coupons and Posters, just fill in and return this coupon.

the	Yes, I'd like our people to get more vacation for their money. Please send free, without obligation:
	Family Inflation Fighter Coupons.
	1005001,0005,000
/ e	22'' X 28'' Posters 2 5 10 Name Title
hat	Firm Telephone
	Address
	City State Zip
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"We're changing right before your eyes."

#### An Oriental Outlook On Employee Services

Key motives for sponsoring employee services and recreation programs are the low absenteeism, low turnover and improved employee morale that can result from such support. And all of these result in one big benefit for management: high employee productivity which means greater company profits.

Japanese business and industry, renowned for its paternalistic relationship with its workers, has literally espoused these work philosophies for centuries. In an exclusive interview with Recreation Management Magazine, Joji Arai, Manager of the Washington Office of the Japan Productivity Center, talked about these theories.

**RM:** Mr. Arai, can you explain for our readers the underlying philosophy of the employee-employer relationship as it exists in Japan today?

JA: Unlike the system in the United States, employment in Japan is considered a social commitment for life by both employee and employer. It is a relationship based on trust and commitment. The Japanese don't consider employment a contractual arrangement like U.S. businessmen do.

**RM:** Lifetime employment with one company sounds like quite a serious commitment. What do the prospective employees and employers do to assure the best possible choice?

**JA:** Prospective employees in Japan go through a thorough and rigorous process of selection. In addition to

the three to five interviews with various members of the organization, the school records and aptitude tests of each prospective employee are carefully considered to see if the individual meets the requirements and standards of the company involved. Both parties take quite a bit of time to consider the arrangement before a commitment is made.

RM: What do employees in Japan receive from their employers in return for their lifetime commitment? JA: The employment system in Japan could be compared very much to the way the textile mills operated in the New England area in the 1820's. In return for the workers' loyalty to the mill, the employees were provided with dormitory-type housing and educational training from their employers. In Japan, today, the employer also provides these things for its employees—dorms for single

Japanese companies have these or a contract with a small Japanese style hotel for the employees' enjoyment and relaxation.

**RM:** Do companies in Japan also sponsor recreation and sports activities for employees like many U.S. companies do?

JA: Yes, such things as judo, base-ball, volleyball and foreign language courses are common extras employees may take advantage of. Traditional Japanese cultural activities of flower arranging and tea ceremonies are also typical offerings. In the U.S. most company programs are optionally available for employees to participate in. In Japan, they come as part of the package of working for a particular company.

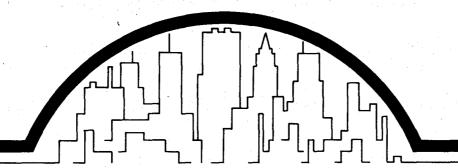
**RM:** What positive effects do you see in Japan resulting from the paternalistic nature of the employer-employee relationship?

#### "... Turnover is very low; unemployment, on the average is about 2% and absenteeism is almost unheard of in Japan."

people and company owned or subsidized homes for those with families. The employee pays a very nominal fee for this housing which is on or near the company premises. In addition, Japanese companies own summer beach houses and winter lodges which are made available to employees on week-ends and holidays for a nominal sum. Most large

JA: Turnover is very low; unemployment, on the average, is about 2% and absenteeism is almost unheard of. In Japan, for the individual to survive economically, the company must survive and expand. This is one reason why the Japanese work so hard and are so loyal to their em-

(continued on page 31)



#### 1981 National Conference & Exhibit May 6–10, 1981 Chicago, Illinois

#### **PROGRAM AT A GLANCE**

#### WEDNESDAY, MAY 6

8:00 AM R

2:30- 3:15 PM

2:30- 3:30 PM

3:30- 4:45 PM

6:30- 8:00 PM

Registration

First Timers' Familiarization Session

Spouses' Reception

Conference Opening and General Session "Image and Impact

of Employee Services and Recreation Administrators"

Themed Cocktail Reception

#### THURSDAY, MAY 7

7:00 AM

(SP)

(SP) 8:30- 9:30 AM

8:30-10:30 AM

(SP) 9:30-11:30 AM

10:45-11:45 AM

Morning Exercise Session Hospitality Room Open

Regional Breakfasts

Quaker Oats and Mart Tour

**Concurrent Sessions** 

- (A) "Chapter Development and Retention"
- (B) "Administration of a Successful Recognition Program"
- (C) "The Use of Computers in Your Employee Services and Recreation Program"

(Continued on following page)

#### (continued from previous page)

Noon— 1:30 PM 1:45— 2:45 PM	Management Luncheon Concurrent Sessions (A) "Government Legislation and its Effect on Your Program" (B) "Vacation Trends of the 80's" (C) "What is NIRA?—Student Orientation Session"	
3:00- 5:30 PM	Exhibit Hall Grand Opening	
5:30 PM	Buses Depart for Dinner and Tour of Museum of Science and Industry	
9:15 PM	Buses Depart for Holiday Inn	

#### FRIDAY, MAY 8

7:00 AM 8:00 8:50 AM (SP) 8:30 9:30 AM	Morning Exercise Session General Session "The Turnaround Workshop" Hospitality Room Open
9:00- 9:45 AM	General Session "Economic Survival of the 80's"
(EX) 9:00-10:15 AM	Exhibitors Breakfast and Annual Meeting
10:0011:30 AM	Concurrent Special Event Workshops
(SP) 10:00 3:00 PM	Shopping at Water Tower Place and the "Magnificent Mile"
Noon- 2:00 PM	Exhibit Hall Open/Deli Lunch
2:15 3:00 PM	General Session "Japanese Productivity—Employee Services and Recreation's Contribution"
3:15 5:00 PM	NIRA Annual Meeting/Election of Officers
5:30- 7:30 PM	Exhibit Hall Open/Wine & Cheese Reception

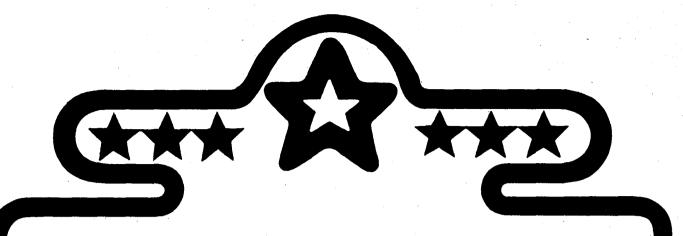
#### **SATURDAY, MAY 9**

	7:00 AM	Fun Run
	9:00-11:00 AM	Exhibit Hall Open/Continental Breakfast (Spouses Included)
(SP)	10:00-Noon	Art Institute Tour
	11:00-11:45 AM	General Session "Murphy's Law and Recreation-No Room
		For Error"
	12:30- 2:00 PM	Luncheon
	2:30- 3:30 PM	General Session "Cost Effectiveness of Your Program"
	3:30- 5:00 PM	CIRA/L Meeting
	7:30 PM	President's Ball/Dinner and Dancing

#### SUNDAY, MAY 10

9:00-10:30 AM	Concurrent Crackerbarrel Sessions
	(A) "Special Interest Clubs"
	(B) "Urban Area Employee Activities"
•	(C) "A Look At Basic Communications"
10:45-Noon	Brunch/Exhibitors Door Prize Drawings

(SP) Events planned specifically for registered spouses. Spouses are invited and encouraged to attend all of the professional development educational sessions as well as all of the special events.



#### **National Industrial Recreation Association**

40th Annual Conference and Exhibit Holiday Inn Mart Plaza Chicago, Illinois May 6-10, 1981

Complete registration form on reverse page and return to:

NIRA • 20 N. Wacker Drive • Suite 2020 • Chicago, IL 60606 (312) 346-7575



RM, March, 1981

#### Registration

# The 40th Annual NIRA National Conference and Exhibit Holiday Inn-Mart Plaza-Chicago, Illinois May 6-10, 1981

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Name (Print)	Title		
Company			
Address			
City	State Zip		
Phone ()	Number of Employees		
Status: CIRA ☐ CIRL ☐	New Member (Since 6/1/80) □		
Number of previous National Conferences attended			
Names of others in your party	s reference—submit separate registration forms		
Expected date of arrival	Departure		
PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE Common First Name  Full Name Organization City, State			

#### **Registration Packages**

#### —IMPORTANT— CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

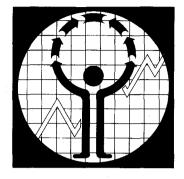
	Prior to April 1, 1981	After April 1, 1981
Delegate—NIRA member	,\$155.00	\$165.00
Non-member delegate	\$175.00	\$185.00
Associate Members not exhibiting	\$255.00	\$235.00
Commercial attendees not exhibiting	\$285.00	\$295.00
All Spouses	\$ 75.00	\$ 85.00
Student Attendees		\$ 85.00
Retirees		\$ 85.00

Please include your check payable to: National Industrial Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than May 2, 1981. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1981.

#### Fitness/Health Bulletin



by Edward C. Hilbert, CIRA Battelle Memorial Institute NIRA Vice President Fitness and Health



#### Heading Off Headaches

Throbbing cranial pain can strike with such intense fury that everyday chores become unbearable. An insistent pounding at the temples, tearing of the eyes, blurring of vision and nausea are just some of the symptoms of this malady which can seriously hamper daily activities. For all too many people, headaches have become a frequent, intolerable occurrence.

The root of headache pain stems from a disturbed blood flow within the brain. The walls of the blood vessels which supply the head contain nerve nets that stretch easily. A headache arises when these vessels expand or shrink, causing the nerves to stretch or contract.

Anything that alters the size or shape of blood vessels can trigger a headache. Below is a list of headache causes and reliefs. Being aware of them can help ensure their prevention.

• Muscle tension. Almost half of all headaches come from muscle tension. Any environmental stress, such as pressure from a rushed day lead a person to tighten certain groups of muscles. Tense muscles result in an oxygen shortage which expands the blood vessels and, thus, causes the pain of a tension headache.

Yet, according to a recent article in U.S. News and World Report, the actual headache pain occurs when the stress ceases. Dr. David Codden, director of the headache clinic at New York's Mt. Sinai Hospital, explains that during periods of relaxation after hard work, the blood flow (and therefore oxygen supply) decreases. "When the blood fails to supply enough oxygen to the head, Dr. Codden states, "a headache can result." In this case, he suggests the surest form of headache prevention is more consistent relaxation. The individual must initiate a more concentrated effort to reduce stress.

Psychology Today also cites simple relaxation as the best nonchemical remedy for headaches. "Relaxed muscles ward off tension headaches," it says, "and relaxing the right muscles during a headache will end it."

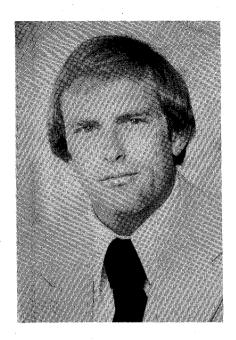
• Emotions. In particular, feelings of anger, anxiety or frustration also cause muscle tension. Tight muscles are often reactions to emotional stress such as repressed anger.

- Tyramine. Certain eating and drinking habits may lead to headache pain. Foods such as cheese, nuts, pork and fish which are high in the amino acid tyramine, contribute to the risk. Avoidance of large quantities of these foods is advisable.
- MSG. Monosodium glutamate (MSG) commonly found in chinese foods, meat tenderizers, lunchmeats and commercially prepared soups and stews induces what's known as "Chinese restaurant syndrome." This, according to the Executive Fitness Newsletter, results in throbbing temples, chest pain and irregular pulse.
- Nitrates, nitrites. Nitrate and nitrite preservatives cause headaches by dilating blood vessels. Lunchmeats, as well as ham, bacon, hot dogs, sausage and canned meats contain these chemicals. A diet which includes a limited amount of these foods would prove healthier for anyone who suffers from recurrent headache pain.
- Ice Cream. Oddly enough, eating ice cream too rapidly may result in discomfort. Here the pain is caused by a sudden cooling of the roof of

(continued on page 24)

## Governors Councils Can Help You

by Jim Liston
Illinois Governor's Council on Health and Fitness



"It is important to promote the idea, in both the public and private sectors, of a healthy work environment and, especially, of an adequate opportunity to promote physical fitness as part of a working day. Both the opportunity and the attitude that we in government take towards helping people help themselves in matters of fitness and health is important We are going to try, for example, in the construction of this state's facilities to set aside, from the architect's plans on, places in which employees can promote health and fitness."

These remarks by Illinois Governor James R. Thompson this past summer are becoming typical of a growing number of state governors concerned about the health and fitness of the work-force in their states.

Thompson's statements were made to nearly 350 persons who attended the conference "Physical Fitness: The Cornerstone of Employee Health and Productivity" in Chicago. The program, sponsored by the Illinois Governor's Council on Health and Fitness, the Xerox Corporation and the Chicago Association of Commerce and Industry, was designed to stimulate top management of Illinois corporations to consider the potential benefits of ongoing executive/employee fitness programs.

Governors' Councils on fitness are increasingly taking an active role in promoting the exercise needs of the American people. Prompted by the President's Council on Physical Fitness and Sports (PCPFS) 23 state councils came together in 1979 and formed the National Association of Governors' Councils on Physical Fitness and Sports (NAGCPFS). Since that time the Association has grown to a total of 30 state members. The second annual national meeting of the NAGCPFS is scheduled for March 18–19 in Chicago.

A top priority of Governors' Councils is the development of employee fitness programs in public agencies and private companies. Since people spend most of their waking hours at the work site, it appears to be ideally suited for an exercise opportunity.

A century ago, the nature of the American work place was such that one-third of the labor force worked at jobs with built-in exercise. By contrast less than one percent of today's work force is involved in exercise-related jobs.

This drastic reduction of the physical requirements in the average worker's day has placed enormous financial burdens in the form of health problems upon American business and labor. According to the PCPFS:

- Premature deaths cost American industry more than \$25 billion dollars and 132 million workdays of lost production each year.
- Heart disease alone accounts for 52 million of these lost days.
- Heart attacks kill more than onehalf million Americans every year; many are in their prime productive years. The American Heart Association estimates that industry pays \$700 million dollars each year just to recruit their replacements.
- Back pain afflicts about 75 million working men and women and accounts for \$1 billion dollars in lost output, plus \$250 million in Workmen's Compensation claims. Most back pain is a consequence of neglected muscles.
- Chronic fatigue and lethargy sap efficiency and productivity while increasing the probability of accident on the job.

Recent studies, however, reveal that physical fitness activities in the work place can lead to positive lifestyle changes. The well-known NASA Employee Study showed dramatically the effect of a continuous, well organized exercise program.

(continued on page 24)

#### Local Governors' Councils on Physical Fitness and Health may be reached at the following addresses:

**ALABAMA:** Daniel B. Long, Executive Director, 745 State Highway Bldg., Montgomery, AL 36104. Ph: 205/832-5686. **ARIZONA:** Bob Pangrazi, Associate Professor, Dept. of HPERD, Arizona State Univ., Tempe, AZ 85281. Ph: 602/965-3285.

**ARKANSAS:** Robert Corbin, Chairman, Box 591, Harding College, Searcy, AR 72143. Ph. 501/268-6161.

**CALIFORNIA:** Rick Carlson, Chairman, P.O. Box 426, Mill Valley, CA 94941. Ph: 415/383-8853.

**COLORADO:** Donald F. Wilson, Chairperson, Colorado Springs Public Schools, Dept. of Physical Education, 1115 North El Paso, Colorado Springs, CO 80903. Ph: 303/635-6755.

**CONNECTICUT:** Joni Barnett, Chairwoman, Payne Whitney Gym, Yale University, New Haven, CT 06520. Ph: 203/432-4194.

**DELAWARE:** Gretchen Halsey Spruance, Chairperson, 29 Owl Nest Road, Wilmington, DE 19807.

**FLORIDA:** Jimmy Carnes, Executive Director, Office of the Governor, State Capitol, Tallahassee, FL 32301. Ph: 904/488-0148.

**GEORGIA:** Jack S. Short, Chairman, Room 202, 156 Trinity Ave. S.W., Atlanta, GA 30303. Ph: 404/656-7520.

**ILLINOIS:** Jim Liston, Executive Director, 535 W. Jefferson Street, Springfield, IL 62706. Ph: 217/785-8216.

**INDIANA:** Cathy Nordholm, Staff Director, Indiana State Bd. of Health, 1330 W. Michigan, Indianapolis, IN 46227. Ph: 317/633-0293

\*IOWA: Steve Knight, AMF Recreation Products Group, 2525 E. Euclid Ave., Des Moines, IA 50317. Ph: 515/265-3461.

**KANSAS:** Wayne Osness, Chairman; Ann Colgan, Administrative Assistant, Kansas Dept. of Health & Environment, c/o Dr. Joe Hollowell, Forbes Field, Topeka, KS 66620. Ph: 913/862-9360.

**LOUISIANA:** Sarah Whalen, Intergovernmental Coordinator, State of Louisiana, Office of the Governor, Baton Rouge, LA 70800. Ph: 504/342-2791.

**MAINE:** Robert Sholl, M.D., Chairperson; James V. Sullivan, Executive Director, Univ. of Southern Maine, Dept. of Recreation/Leisure Studies, Portland Campus Gymnasium, Portland, ME 04103. Ph: 207/780-4172.

**MARYLAND:** Lew Lyon, Executive Director, 201 W. Preston Street, Room 544, Baltimore, MD 21201. Ph: 301/383-4040.

MASSACHUSETTTS: Marvin Adner, M.D., Chairman; Suzanne Fields, Staff Director, Fitness Program Specialist, Div. of Preventive Medicine, State Dept. of Public Health, 600 Washington, Boston, MA 02111. Ph: 617/727-7170.

**MICHIGAN:** Steve Galetti, Chairman; Alan B. Cudworth, Coordinator of Physical Fitness & Health Programs, Office of Health Education, 3500 N. Logan, P.O. Box 30035, Lansing, MI 48909. Ph: 517/373-9437.

MISSISSIPPI: Lee Dukes, Executive Director, Room 1504, Walter Sillers Bldg., Jackson, MS 39202. Ph: 601/961-4634.

**NEBRASKA:** Dr. Samuel Fuenning, Acting Chairman, University of Nebraska-Lincoln, Lincoln, NE 68588. Ph: 402/472-3843

**NEW MEXICO:** George S. Goldstein, Ph.D., Chairman; Chris Sanchez, Executive Director, Health Service Div., P.O. Box 968, Sante Fe, NM 87503. Ph: 505/827-2098 or (3201).

**NEW JERSEY:** Larry Doby, Executive Director; Correspondence to: c/o Fern Goodheart, NJ State Dept. of Public Health, Room 702, P.O. Box 1540, Trenton, NJ 08625. Ph: 609/292-8108.

**NORTH CAROLINA:** Robert S. Boal, Chairman; William G. Gainey, Administrator, NC Dept. of Human Resources, Div. of Health Services, P.O. Box 2091, Raleigh, NC 27602. Ph: 919/733-7081.

**OKLAHOMA:** Dr. C. J. "Posty" Roberts, Chairman; Pete Reed, Director, Governor's Office, 212 State Capitol, Oklahoma City, OK 73105. Ph: 405/521-2345.

**OREGON:** R. P. "Pat" Sweeney, Chairman, 3945 N.E. 40th Ave., Portland, OR 97212, Ph: 503/242-5414 or 503/288-1005 (Home).

**PENNSYLVANIA:** Wayne K. Edmonds, Executive Director, P.O. Box 90, Harrisburg, PA 17120. Ph: 717/783-1984.

**SOUTH CAROLINA:** Rolf Lynton, Chairperson; Jim Testor, Staff Director, 2600 Bull Street, Columbia, SC 29201. Ph: 803/758-7956.

**TEXAS:** A. A. "Sonny" Rooker, Executive Director, Suite 110, 4200 N. Lamar Boulevard, Austin, TX 78756. Ph: 512/475-6718

**UTAH:** Tim Butler, Chairman; Jackie Smith, Utah Bur. of Health Promotion & Protection, 150 W. N. Temple, Room 474, Salt Lake City, UT 84103. Ph: 801/533-6120.

WISCONSIN: Fred Lengfeld, Executive Director, 230 Lowell Hall, 610 Langdon St., Madison, WI 53706. Ph: 608/263-5130.

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RM, March, 1981

#### Governors' Councils

(continued from page 22)

Among the participants who adhered to the program:

- One-half reported improved job performance and more positive work attitudes;
- Almost all said they felt better;
- 89% reported increased stamina;
- 40% reported sounder sleep;
- More than 60% lost weight;
- Half said they were paying more attention to diet.
- Many have reduced their smoking or quit entirely.

Other programs have found active participants to have lower coronary risk factors, improved physical work capacity and less absenteeism (42% less in the Canada Life Assurance Company Study) from personal sick leave.

Governors' Councils are working in a variety of ways to bring this message of a more productive and healthy work force through fitness to business and industry:

- Developing exercise brochures for company employees (e.g., "Walking As An Exercise," "Exercises for Office Workers," etc.);
- Sponsoring conferences and seminars on fitness and industry;
- Providing consultation to individual companies interested in employee fitness program;
- Exchanging mailing lists between interested sponsors of community employee fitness workshops;
- Featuring articles on employee fitness in newsletters, press releases, etc;
- Acting as liaison between interested companies and private fitness consultants and programs.

Persons interested in knowing more about the efforts of Governors' Councils should contact their individual state representative listed in the accompanying sidebar.

#### FITNESS & HEALTH

(continued from page 21)

the mouth and throat which overstimulates nerves located there.

- Low blood sugar level.
- Salt.
- Hangover. Those who frequently acquire headaches after drinking should be forewarned—avoid the highly fermented champagne, avoid mixing different kinds of alcohol and, if you have been drinking heavily, Dr. Codden suggests taking three asprins before going to bed.
- Lack of fresh air. Stuffy or smokefilled rooms, noxious fumes like formaldehyde (found in wall insulation), and strong perfumes impair the lungs' ability to accumulate fresh oxygen. The best remedy in these cases is to step out for fresh air.
- Other causes. Other headache producers include hunger, boredom and over-exertion. Though many fear a severe illness, fewer than 10% of headache sufferers find brain tumors or blood clots to be responsible for their pain.

Because of increased interest in the study of headaches, doctors have experimented with a variety of remedial alternatives. Aspirin, however, still remains the number one relief for headache pain of every kind—including migraine. Aspirin works by dulling the nerves' sensitivity to pain and is easily accessable to all headache sufferers.

Recently, advocates of biofeed-back have emerged. An electronic device allows a person to monitor subtle physiological changes in the body which normally go unnoticed. With this information, the headache victim can then learn to control the part of the body being monitored. For example, by becoming aware of changes in muscle tension, the patient can learn what to do to relax certain muscles and thereby reduce pain.

Another new twist in treating headache patients is acupressure—a method developed by Dr. Howard Kurland of Northwestern University, Chicago, who applies strong pressure at four sets of points on the patient's body (wrist, temples, hands and neck). The object of acupressure is to overload the nervous system's pain centers—in effect, jamming the signals from the headache.

Regardless of a headache's cause, the fact remains that almost everyone, at one time or another, suffers from its pain. Though there is no vaccine to eliminate this unpleasant discomfort, effective measures can be taken to reduce their recurrence.

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#### **NEWS IN BRIEF**

#### Yoga yields 'Poor Aerobic Capacity' According to Expert

Though yoga can be an effective means of improving flexibility, evidence indicates that it provides few, if any contributions to muscular strength and cardiovascular endurance, according to Allan J. Ryan, M.D., editor-in chief of THE PHY-SICIAN AND SPORTS MEDICINE. Ryan spoke recently at The White House Symposium on Physical Fitness & Sports Medicine.

The president's Council of Physical Fitness and Sports explains that Dr. Ryan found yoga practitioners to be below average in strength for their size and weight. Also, these individuals revealed a relatively poor aerobic capacity. Dr. Ryan attributed the problem to two facts: (1) that orthodox yoga teachers adhere to a lactovegetarian diet and fast frequently, and (2) the breathing exercises performed are designed for maximum consumption of oxygen and minimum effort, rather than the improvement of maximum breathing capacity for sustained effort.

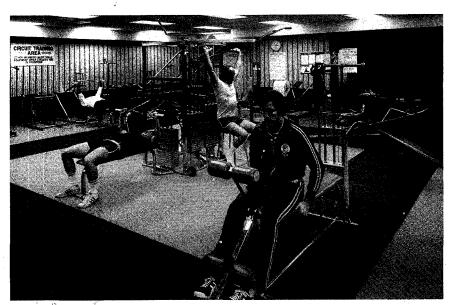
Dr. Ryan concluded his lecture by discussing the actual basis for physical benefits from yoga. He commented that conditioning benefits, more often than not, are a result of yoga's intense warm-up exercises and not a result of actual yoga postures.

### Satisfaction With Professional Organizations

A recent study showed that leaders and members of professional organizations evaluate their satisfaction with the organization differently. Pat Taylor, TAEX recreation and park specialist and member of the board of directors of the Texas Recreation and Park Society explained the study

to the regional workshop of the Texas professional organization in Austin. Taylor noted that leaders tend to seek two types of rewards collective and private rewards—while members are more satisfied only to seek collective rewards. Collective rewards are those known by and

(continued on page 26)



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#### **NEWS IN BRIEF**

(continued from page 25)

shared with others, while private rewards are those evaluated primarily by the individual.

The study indicated that to act as a member, that is to involve oneself in organizational functions with less frequency or less energy than leaders, is to limit oneself to only one reward type. Leaders have the opportunity to seek both types of rewards, thereby increasing their chances for satisfaction with the organization.

In essence, the study hinted that a personal dedication toward self-improvement was needed to motivate members into becoming leaders. Despite educational background or personality type, individual initiative affects one's ability to become a leader in a professional society, and becoming a leader generates higher satisfaction with the society, and with one's colleagues in the society.

#### Scholars Forecast Events of 1980's

Isaac Asimov thinks people will someday enter a "symbiotic relationship" with computers. Alvin Toffler believes the human race is "building a remarkable civilization from the ground up." And Herman Kahn expects "reasonably good" economic development during the next 20 years.

These scholars and scores of others present their views on the years ahead in a 434-page volume of papers prepared by some of the world's leading futurists for the First Global Conference on the Future, the largest meeting of futurists ever held.

The book, entitled *Through the* '80s, presents a number of well-known authors whose papers range from optimistic to pessimistic, from far-out proposals to logical facts, and

(continued on page 27)

#### **NEWS IN BRIEF**

(continued on page 26)

are filled with imaginative solutions to pressing problems.

For example, Anton Schmalz, who was principal consultant to the 1978 White House Domestic Policy Review of Solar Energy, writes that oil imports could be virtually eliminated by 1990.

"There is plenty of domestic energy available today. The equivalent of 8 to 12 million barrels of oil a day can be produced and conserved in the U.S. with resources and technologies available locally now," Schmalz says.

In an unorthodox economic view. Swedish economist Gunnar Adler-Karlsson argues that the concept of full employment has outlived its usefulness in the post-industrial society.

In a paper entitled, "The Unimportance of Full Employment," Adler-Karlsson writes, "Full employment policies demand a bondagecreating economic growth. Full employment, while once having been an excellent instrument for liberating the poorest strata in the Western nations from hunger and misery, now is becoming an obstacle to the realization of the realm of materialand thus spiritual—freedom."

Among the other readings in Through the '80s are: Fred Best: "Work and Leisure in the Future", Frank Snowden Hopkins: "Senior Citizens as Futurists," Russel M. Jaffe: "Health in the '80s: Toward Optimum Existence," Thomas E. Jones: "Motivating People to Build a Better World' and Jennie Papay, Jenny Griffith, Peter Draper and John Dennis: "The Impact of Industrialization on World Health."

Through the '80s: Thinking Globally, Acting Locally is available for \$12.50 from World Future Society, 4916 St. Elmo Avenue, Washington, D.C. 20014. Phone: 301/656-8274.

#### PRESIDENTS WORD

(continued from page 5)

Thanks to Associate Representative, Bob Baldwin, and Disney Worlds Manager, Kim Wilson, we had the opportunity of bringing some forty companies together, in January, in Orlando, Florida for an IRC introduction. Past President, Dick Brown, addressed a group of twenty-two companies in Austin, Texas in January and NIRA Executive Director, Pat Stinson traveled to the "Big Apple" for a presentation in February. New chapters are popping up everywhere. Is there room for another member or chapter in your area?

As we enter our 40th year, I am pleased to report, our association is growing, our services are expanding and our enthusiasm is contagious. I urge you to THINK MEMBERSHIP!

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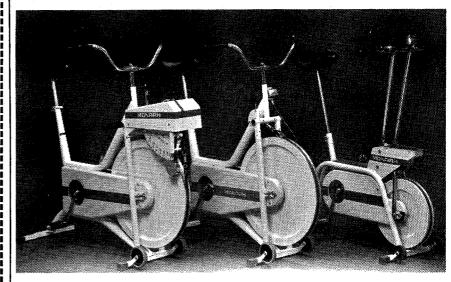
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The National Industrial Recreation is known by the companies it keeps-year after year. Over 2,200 company members represent NIRA, which was established

in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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#### **ASSOCIATE PROFILE**

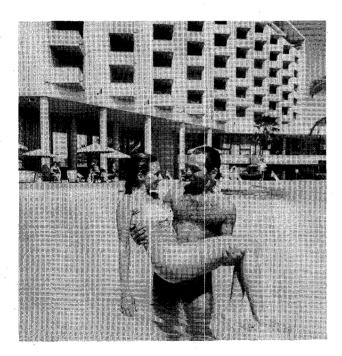
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All of these facilities are the scene of special weekly events—such as cocktail parties, buffets, mariachi concerts, folkloric shows and beachside barbeques. Meetings for up to 400 persons and banquets for as many as 350 can also be accommodated.

As an associate member of NIRA, the Aruba Caribean Hotel & Casino will make special arrangements for NIRA groups. Contact John Udell, Executive House Inc., 420 Lexington Avenue, Suite 244, New York, NY 10170. Phone (212)-986-3307.

#### **Health Newsletter Published By Harvard Medical School**

The Harvard Medical School Health Letter announces a special offer for NIRA members to subscribe at reduced bulk rates to one of the country's fastest growing consumer newsletters. The Harvard Health Letter is the vital information source for corporate health education campaigns.

This special offer provides the opportunity for NIRA members to order bulk subscriptions from 100, to 1,000, to 10,000 or more with a minimum savings of 50% off the regular \$15 a year single subscription price.

Each monthly issue of the Harvard Health Letter features a report on a major health topic, plus "The Medical Forum", a column written by doctors in various specialities, and a number of short health news items. Its quick-reading newsletter format and style of delivering sound medical advice make each issue appealing to a variety of readers. According to Ann Landers, it's a "gold mine of information about emotional and physical problems in language a high school student can understand."

Recent articles have covered "low" tar and nicotine cigarettes and smoking, cholesterol and heart disease, how to choose the health tests you need, weight control, cirrhosis and alcohol. Edited by Dr. Timothy Johnson, medical editor to ABC TV's "Good Morning America" and syndicated columnist, the Health Letter's advisory board also thoroughly reviews each issue for accuracy and clarity.

The special savings on bulk subscriptions are offered by this non-profit publication to encourage companies to pass along this valuable health education tool to their employees and clients.

NIRA members are invited to join corporations like, General Mills, American Can and Sentry Life to personalize your own edition of the Harvard Health Letter by adding your corporate logo to our masthead. If you distribute 1,000 or more bulk subscriptions, an imprinted edition of the *Harvard Health Letter* is a unique chance for you to demonstrate your concern for employee fitness.

Let us recommend and share with you the best way to distribute this monthly newsletter within your company or organization. Call or write us for further information. Lynn Kargman, *The Harvard Medical School Health Letter*, 79 Garden St., Cambridge, MA 02138. Phone: (617) 495-5234.

#### **IAPAN**

(continued from page 16)

ployers. This is what motivates people to be productive. People there realize that their absence, morale and productivity have a direct influence on the company's economic stability and therefore on their own. This is also why there is such a tremendous number of employee suggestions on how to improve things in the company—they're for the good of all.

RM: What is the Japan Productivity Center and why is there an office in Washington?

JA: The Japan Productivity Center was organized in the 1950's during the time of the Korean War when Japan had a low productivity rate and prolonged and frequent strikes. Then, as now, its goal was to promote higher productivity in Japan. Today we operate an international exchange program for business executives. Each year 350 to 400 Japanese businessmen come to the United States to visit with American executives and exchange ideas on how to improve productivity levels in their organizations through motivation techniques and the development of positive attitudes. We also conduct training programs for executives of American corporations who are interested in the Japanese approach to management.

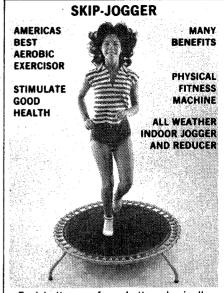
#### **NEWS IN BRIEF**

(continued from page 27)

#### **Bored Workers Find Relief**

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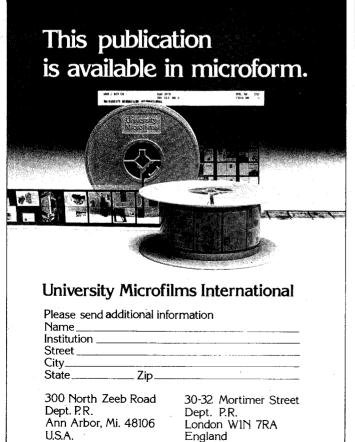
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### **NIRA CALENDAR**

#### Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/ Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Jeane Lewis—(614) 261-5166.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 490-2777.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Kathleen Carney (617) 895-3228.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

**San Diego Industrial Recreation Council**/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council WARES Washington, C.D. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

#### **Regional and National Conferences**

40th Annual NIRA Conference and Exhibit will be held May 6-10, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio.

**Region VI Conference and Exhibit** will be held October 15–18, 1981 at the Sheraton Denver Tech Center, Denver, Colorado.

**Region VII Conference and Exhibit** will be held September 17–20, 1981 at the Hilton Riviera Hotel, Palm Springs, California.

For further information about the conferences above contact the NIRA office—(312) 346-7575.

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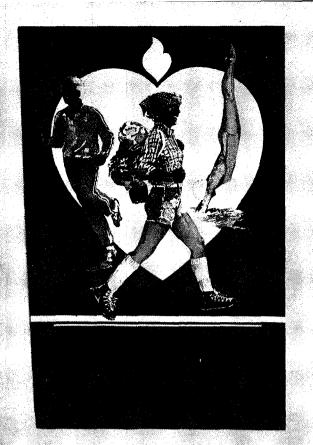
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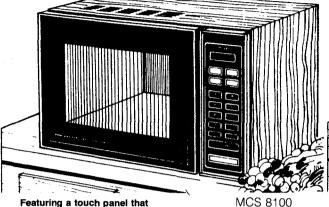
THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

Consumer Education: The Ultimate Employee Service





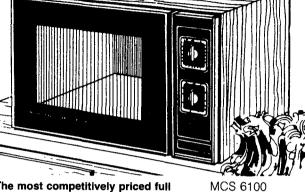
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#### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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More than 10,000 employees 5,001to 10,000 employees

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1,001 to 5,000 employees

\$160

\$250

Fewer than 1,000 employees

\$100

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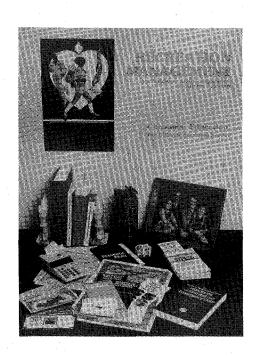
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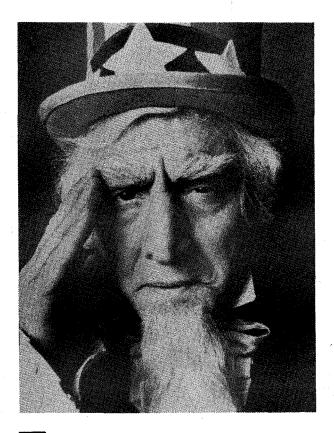


#### In This Issue . . .

With the continuing upward spiralling of that old adversary, inflation, people everywhere are becoming more and more cost-conscious and economically conservative. Employee services managers, however, are in a vital position to help stem the tide.

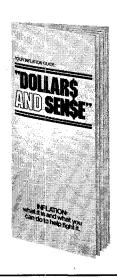
This month's cover story—"Consumer Education: The Ultimate Employee Service"—discusses the wide variety of practical, simple, inexpensive, and often, free, services you can offer your employees to help them fight the economic battles of these continuing inflationary times.

The Conference update begins on page 19 with "A Learning Exchange Among Your Peers" by NIRA Marketing Director, Mike Brown. In a companion piece on page 23 you'll get tips on making the most of conference exhibitors, and on page 17 RM highlights this year's main speakers. Don't forget to use the form on page 21 is you haven't already registered for this year's event.



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Find relief in this free booklet. Write: "Dollars and Sense," Pueblo, Colorado, 81009. We can all beat inflation if we just use our dollars and sense.



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#### **APRIL 1981 • VOLUME 24, No. 3**

#### RECREATION MANAGEMENT

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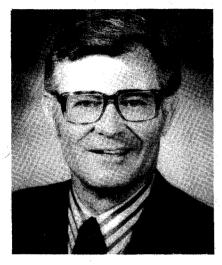
Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

# Golicogoing Chicogong

Plan to attend the
40th Annual NIRA
Conference & Exhibit
Holiday Inn Mart Plaza
Chicago, Illinois
May 6–10, 1981

# The NIRA President would like a word with you

#### ... about Leadership



Al Ward Owens-Corning Fiberglas Corporation 1980–81 NIRA President

This month's column was written by Frank Havlicek of Motorola, Inc., Schaumburg, Illinois. Havlicek is NIRA's Vice President of Research and Education.

No form of organization ever existed without leaders. To have someone in charge is a natural condition. Natural leaders seem to rise to the occasion, but in human affairs, the natural leaders do not always immediately obtain positions of responsibility. Leadership is frequently a condition of seniority or inheritance but even then it must be learned and cultivated.

Leaders are not necessarily the best part of the whole. In fact, sometimes ambition for personal satisfaction and reward overshadows true leadership. In a field such as our profession, we are dependent upon leaders; but most importantly we must show qualities of leadership ourselves if we expect others to follow our example.

A leader's mission is make progress; those who manage but do not lead are mired in the status quo. It is the presence of a following that compels leaders to act responsibly. They occupy their positions only by others' consent. Every leader is responsible to those who follow him, regardless of how many or how few do so. And an intelligent leader will attempt to adjust his needs and goals to those of his potential followers within the limits that principle allows.

Many leaders fail to give sufficient weight to the continuity of leadership in the positions they occupy. In a sense, they should be working themselves out of their present jobs by preparing others to take over. Delegation is a method of doing just that.

Today's manager is more likely to deal with employees who resent being treated as subordinates, who may be highly critical of any organizational system, who expect to be consulted and to exert influence, and who often stand on the edge of alienation from the institution that needs their loyalty and commitment.

A distinctly new breed of workers has emerged. They have been brought up in their homes and schools to expect a say in decisions that affect them. They are downright suspicious of institutional motives as a result of media muckraking into the sins of the "Establishment", some of it valid, some of it not. They are jealous of their rights, real or perceived. They are forward in making demands for a fair share of rewards and recognition and demand to be treated as individuals. They are not easily scared or fooled.

With the rise of the new worker, leadership has become a matter of eliciting co-operation rather than commanding obedience. Both leaders and followers share the same goals and needs. Recent studies show that modern workers are highly concerned with personal autonomy, appreciation of their efforts, and a chance to realize their potentialities. If they cannot fulfil at least a portion of these needs at work, then we should offer them a chance for fulfillment in recreational activities. The energy generated by the drive to meet these goals is the basis for the organization's potential.

For the manager, this implies a thorough understanding of the individual personalities of the people he is called upon to lead. It also implies the exercise of some of the finest human values . . . respect for the individual, justice, consideration and understanding. An oriental philosopher who lived almost 2500 years ago showed that the principles of leadership are timeless when he wrote: "Fail to honor people, and they will fail to honor you; but of a good leader, who talks little, when his work is done, his aim fulfilled, they will say, 'we did this ourselves'."

### **CONSUMER EDUCATION**

#### The Ultimate Employee Service

What's next? The cost of mailing a first class letter just zoomed again to a whopping 18¢. President Reagan and his economic advisors are slashing away at the federal budget to dramatically cut government spending. Across the nation, cities small and large, are fighting an uphill battle to keep their transportation, school systems and other city services alive. There's even, we hear, a shortage of peanut butter. When will it ever end?

Inflation's poisoned daggers miss no segment of our society—government, industry or consumer. But it's the individuals: workers, homemakers, retirees and students, who feel the pinch the hardest. Prices keep rising, shortages abound, services are cut and paychecks just don't cover what they did even a few months ago.

As these hardhitting realities of today's economy continue to batter and bruise the consumer pocketbook, their effects can be noticed well beyond the bottom lines of personal savings and checking accounts. Worry, fear, and anxiety are apparent. Low morale, frustration, and depression abound.

Though big government, city planning and peanut crops may not

be within the control of Employee Services and Recreation Directors, there are some steps that can be taken to aid employees in battling that giant, inflation—and employee services are the weapons to use.

Much as been written in *Recreation Management, Keynotes* and a number of other NIRA publications on the variety and scope of employee services possibilities companies can offer. In many cases this depends on the number of employees there are to serve, the resources available to obtain the services, and the needs and desires of the workforce concerned. But there are a host of employee services options available to companies with few employees, low budgets and minimal facilities or space.

It's often been said that "Knowledge is Power" and if that's the case then consumer education is an excellent place to begin waging the battle of the dwindling dollar. Employee Services Managers with even the most limited funds can begin here by setting up a library and resource center for the free use of employees. Space available for files, racks, tables and chairs is about all you'll need to get started. Most of the

contents in the employee services resource center can be obtained free or at a minimal cost from the various cooperating organizations.

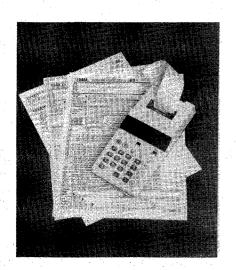
Set aside one area of the center to serve as a cooperative lending library. Here employees can drop off bestsellers and classics, records, tapes and magazines they no longer have use for and borrow or trade them for similar items other employees have donated to the library co-op.

Your system for borrowing, lending and accepting donations can be as simple or formal as you like depending on the personnel available to organize the library and keep its records. Loans can be for a set amount of time or be of unlimited duration. You may want to establish a policy that in order to withdraw an item the borrower must donate another to retain library inventory. On the other hand, you may want to have as few rules as possible and just have a volunteer responsible for keeping the library shelves orderly.

Another useful resource for your employee library would be several copies of the white and yellow pages of the local phone directory. Cata-

(continued on page 8)





logs of local colleges and universities and ancillary information on where employees or their children can go for vocational testing or interest inventories to obtain educational or career counselling would also be appreciated.

Similarly, listings and brochures from community service agencies such as the Red Cross, the American Cancer Society, the YMCA and others can direct the employee to the appropriate source that will satisfy his needs. City, state and federal government agencies, social organizations, and mental health clinics could also be a part of the resource file.

It is important to note that the employee resource center can not be expected to contain everything that might be available at a public library. Instead it should serve as a resource and referral center—the first step along the way in obtaining the desired information.

A well-placed rack filled with maps of the city, state or region; local bus and train schedules, and travel brochures for distant and notso-distant places of family fun and entertainment would also be well received. Most of these can be obtained free of charge from appropriate suppliers.

One area of the resource center should be specifically directed toward saving employees money. Here you can keep on hand copies of various mail order catalogs with extra order forms, catalogs from major department stores and those from catalog discount houses that specialize in the sale of such things as luggage, typewriters, housewares and small appliances all at considerably reduced prices. You might also keep here a list of area merchants that give special discounts to company employes such as cleaners, pizza parlors and specialty shops.

Like the lending library for books, records and tapes, you might want to establish a coupon exchange. Here, employees could bring in "cents-off" coupons for common food and cleaning items they don't normally purchase and exchange them for coupons they could use to reduce their grocery bills. Expiration dates should be carefully checked to be sure the coupons are still valid. Because this is likely to be a popular service you might want to appoint someone to keep it up-to-date and organized with separate files for each product category (i.e. oven cleaner, cereal, frozen pizza, etc.)

Other exchanges you might want to set up are those for children's shoes, boots, skates, skis or other sporting equipment they're likely to grow out of after a few seasons of use. Moms and dads will be most grateful for the opportunity to save dollars here where growing feet, and taller bodies dictate new clothes and equipment for the little ones every

few years.

A hired hand directory listing employees willing to take on side jobs for a fee such as baby sitting, house sitting, auto maintenance, gardening and odd jobs like raking leaves, mowing lawns and shovelling sidewalks would be a boon to both those looking for extra income and those in need of such specialty services. The directory should contain names of only bona fide employees to "keep it in the family" and help assure both parties that the other party will be responsible.

Another essential for your resource center would be a directory from the local Chamber of Commerce or one you might want to put together yourself listing local movie theaters, concert halls, sports arenas, parks, zoos, museums and other points of interest. Hours, prices and phone numbers should be all an employee needs to obtain further information on any special events.

The Adolph Coors Company in Golden, Colorado has an employee relations training library containing selected books, magazine articles and video tapes. Everything there is color-coded for easy access and arranged under 12 major subject headings such as motivation, time management, organization, development and so on.

"We like to think of it as a browsing library where people can come in and take a leisurely look around and more or less help themselves," says Diana Rainsberger, training specialist.

In addition to a good variety of joband business-related publications, current course schedules of a number of in-and out-of-state colleges are kept on file. The most popular subjects at that library are communication, career development and management.

Since much of the material there is on tape, the required playback equipment can also be checked out with the audio cassette. Because of the color-coded system, check-in and check-out are quick and easy. The coding also helps to maintain order which is no small task with over 1,000 items on the shelves and new ones arriving continually.

While a resource center like the one described above can be the basis of a consumer education service for your employees, there are far more means available to help educate your employees. More and more today, people are realizing the importance of continuing education. Some go back to college or go on to graduate school; some pick up specially designed courses at community colleges to broaden their knowledge in a given area; and some just go for a night out with friends to practice yoga, learn to cook or play racquetball.

Whatever the reason, people of all ages, educational levels and lifestyles who fill offices, factories and homes by day fill local classrooms by night to learn all they can in a variety of subject areas. And many companies, viewing them as potential employee services are joining the bandwagon and offering all kinds of classes, seminars and workshops to their employees to the benefit of employees and often the company, in terms of improved morale, increased productivity and lower absenteeism. The key, once again, is knowing where to turn in the community for help in providing these programs.

Topics for health and safety classes are almost unlimited. The Red Cross can help you coordinate first aid, life saving and CPR classes. The American Lung Association and American Cancer Society can help to stage a

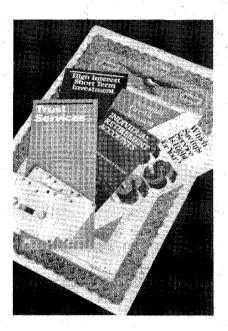
"stop smoking" clinic, and other local agencies and medical centers can be called upon to aid with alcohol and drug information programs, nutrition education forums and safety programs that cover traffic, fire and driving safety.

A special home safety seminar could cover electrical hazards, accidents, poison prevention and major disasters such as floods, tornados, hurricanes, earthquakes, volcanos, nuclear fallout and hotel fires. One NIRA member employee club in Arizona has even offered a class in desert survival to its employees. Whatever the course, it should be tailored to meet the needs and desires of the employee workforce in the given geographical area.

Personal development seminars have been found to be very successful by NIRA companies that have tried them. Offerings here include seminars in single living, retirement preparation and retirement living, assertiveness, stress and job burnout, interpersonal communication and speed reading.

Parenting classes might cover effective parenting techniques, communicating with your children, how to deal with summer vacations, providing for the care and safety of "latchkey" children and so on.

Stress classes help participants identify stress producing situations, confront them and deal with their negative effects. A class in time management would instruct students in how to use their time more effectively, suggest methods to achieve more in less time, and show them how to set priorities and stick to them. A speed reading class, would help students focus on speed without sacrificing concentration, comprehension or retention. These types of seminars would be of benefit to par-



ticipants both personally and professionally.

Classes in self defense would instruct men and women alike in the techniques of effectively dealing with an assailant on the street or in the home. Demonstrations and class participation are central to this seminar.

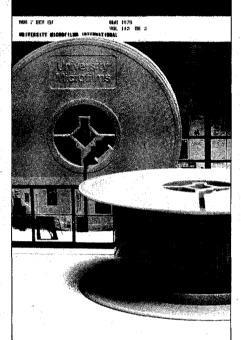
Sure to be of interest to all employees is a class in maximizing grocery purchasing power given, perhaps, by a home economist. Maximum utilization of coupon redemption, rebates and free merchandise offers would be highlighted.

Specialized cooking classes might cover such topics as natural foods, cooking for one or two, half-hour and low-calorie meals, microwave recipes and ethnic cooking of France, Italy or Mexico.

A consumer information class could provide basic information on how to choose and when to see a

(continued on page 10)

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#### CONSUMER EDUCATION

(continued from page 9)

lawyer, doctor or realtor; how to find out about your credit rating or how to obtain a credit card.

A home improvement class could cover house restoration, renovation. interior decoration and tips on how to save money by installing energy saving devices.

Basic to the heart of every costconscious consumer is how to establish and maintain a budget. With the aid of a professional from a local financial institution, this course could be devised to assist employees in all phases of money management from the basics of simple savings and checking accounts to information on IRA plans, Keogh accounts, tax shelters, annuities, pension plans, treasury notes, certificates of deposit and the financing of college educations. Other bank services such as safe deposit boxes, estate planning, trusts, and wills could also be handled by a qualified bank representative or legal expert.

A class on the stock market covering stocks and bonds, commodities, the basics of market operation and tips on how to invest wisely might also be offered. An investment club might even evolve as a result of such a course for members to pool their resources for fun and profit at a minimal risk.

A realtor could be brought into the company to discuss the purchase, selling, and financing of apartments, trailer homes, condominiums, houses and other properties.

A special seminar given after the holidays would be most timely for addressing issues on tax preparation, how to file with the IRS, deductions allowed and so on.

Perhaps a lecture series featuring notable townspeople, politicians or media representatives could be sponsored by the company to keep employees abreast of current events.

Then there are the various classes that can be offered specifically for job training or advancement. Basic office skills such as shorthand, typing and the operation of common business machines; a business communications class that covers letter writing, meetings, phone calls and dealing with unfriendly customers; bookkeeping and accounting basics or perhaps a class in foreign language for the business traveller.

It may not be possible for the average American to stop postal increases, save the city transportation system or manufacture their own peanut butter in the war on inflation: but with the help of employee resource centers, libraries and lending co-ops, and company sponsored classes, seminars and workshops aimed at making them better informed, cost-conscious consumers, the battle against the dwindling dollar can at least begin.

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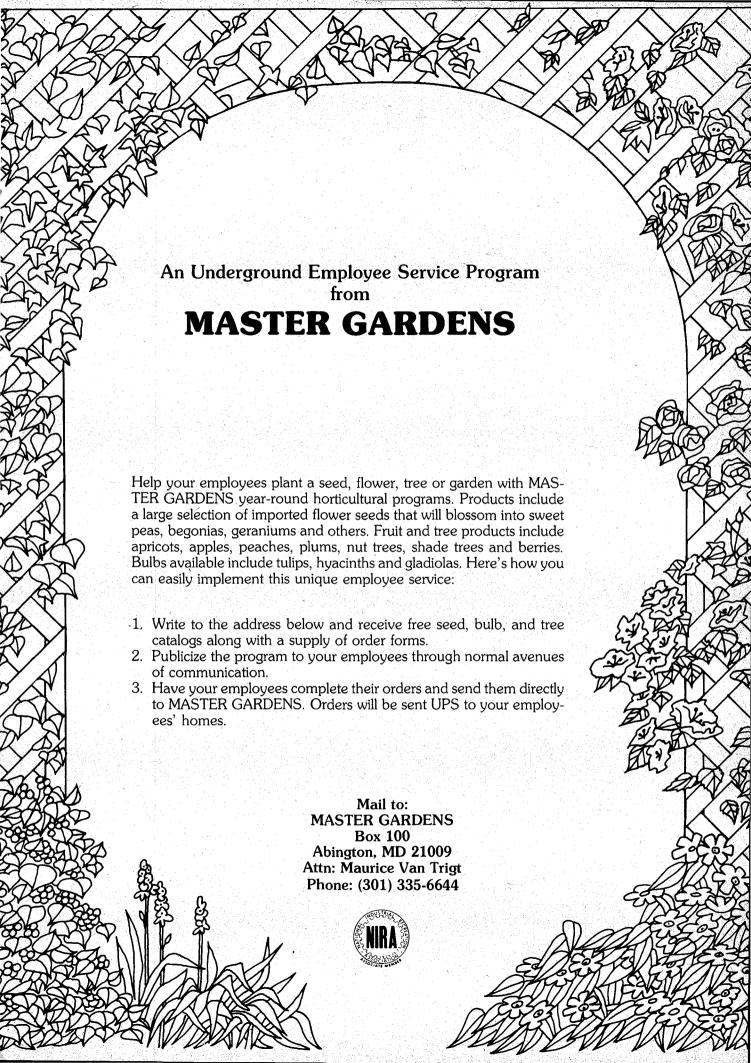
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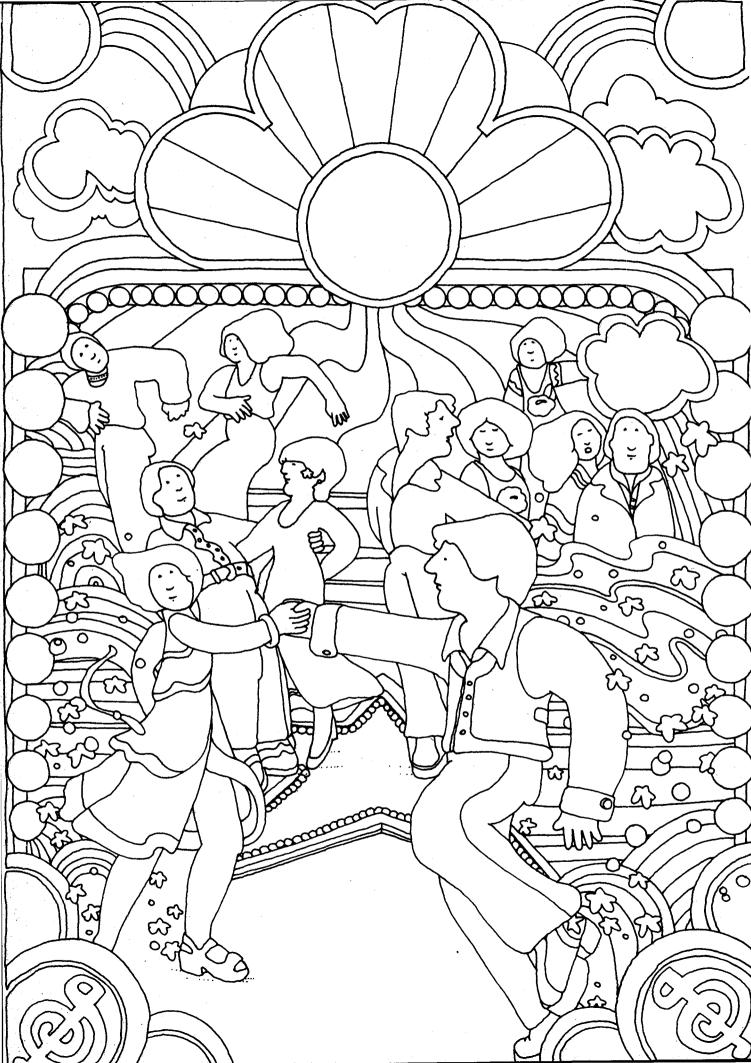
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NATIONAL INDUSTRIAL RECREATION ASSN.

20 North Wacker Drive Chicago, III. 60606





by Kimberly Thomas Editorial Assistant

Tell dancers that their sport tones muscles and reduces cellulite. Tell them dancing increases flexibility and thereby reduces their injury rate. Mention that their exercise increases overall circulation. Most likely, their response is a quiet nod of acknowledgement. But, put on their favorite beat and their expression suddenly changes—their toes begin tapping and bright smiles reveal their innermost beliefs: that dancing is just plain fun.

Whether your toes yearn to tap to the Texas Two Step or to modern jazz, there are plenty of dance styles available to suit your needs.

Today, dance instructors' schedules are the busiest they've been in nearly ten years. Clubs and lounges across the nation rarely witness an empty dance floor on the weekends. Now, more than ever, both young and old are experiencing dance—the fun way to fitness.

Why the dramatic increase? A number of reasons surface. Presently, Americans have become more health-conscious, and for many, dance is their answer to attaining fitness. By involving the continuous movement of the body to a certain rhythm and within a given area, dan-

cers improve circulation and tone muscles. Experts also view popular movies such as "Saturday Night Fever," "All That Jazz," and "The Turning Point" as catalysts in the recent dance explosion. And finally, professional dancer Randall Holmes points to the growing enthusiasm of America as yet another influence upon the dance market. Says Holmes in a recent Chicago Tribune article: "In the '60's the psychedelic generation killed off dancing that had been important to former eras. In the '40's there was 'swing', in the '50's, rock-n-roll and in the '60's there were rock concerts . . . Today, we're just tired of sitting. We don't want to be spectators anymore."

The health benefits of dancing are far too impressive to be ignored. According to Cathy Crown, a senior studying Physical Education at Chicago's DePaul University, "Dance benefits the body more than most people realize. It increases overall circulation—which reduces cellulite; gets the adrenaline flowing, which helps rid waste; and also increases flexiblility and improves the range of motion which reduces the individual's injury rate." Crown also cites self-awareness and socialization as important benefits of dance.

In today's fast-paced world, many people look to dance as a means to release daily frustrations. "Dancer's let go of their daytime anxieties;" reports a recent issue of Family Health, "dancing lifts their downtrodden spirits." Dancing is such a successful release that many hospitals integrate it into their recreation programs. Alcott Rehabilitation Hospital in Los Angeles, for example, has instituted afternoon programs of music and dance for its patients.

Of course, when dancers work up a healthy sweat, they shed excess pounds. For a man, vigorous dancing can burn off 9 calories per minute, reveals Family Health Magazine. Likewise, women may work off 7.6 calories per minute by dancing.

Any eager individual searching for a place to trip the light fantastic need not look very far. Other than music, dancing requires no special equipment and can be undertaken by simply moving to the sounds of a radio at home, by "boogying" to the beat of a band at a local club, or by enrolling in one of the thousands of dance classes offered nationwide.

Dance is as old as man himself. It began centuries ago as a form of

(continued on page 18)

### **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

As a small company with limited staff and funds, what employee services would you recommend that we initially offer?

First, let me point out that not all employee services programs are costly nor should any of them be provided free. The more common services and activities provided are remembrances for fellow employees that may be hospitalized or ill, or for memorials. The remembrances may be flowers, family food service or, in the case of a deceased employee, monetary contributions to churches or organizations. A united effort is always made to assist a fellow employee and his or her family that may have met with disaster. An in-plant or office newsletter and bulletin board service can be quite inexpensive and still be greatly appreciated. It provides a communicative medium for management which keeps its people informed.

Activities will crop up regardless of the group size and we note female employees are more inclined to gather together for socializing events than are their male counterparts. However, the top activities of interest for both sexes are bowling, golf, tennis and racquetball. Baseball and softball are more attractive for the men, but some companies do have enthusiastic women's teams also.

Upon formation, activities including the family are far more popular. These may include Ma & Pa bowling, bridge clubs, annual family picnics, family holiday parties, an open house and occasionally, theater, movies, or dinner-dance events. Almost all activities can relate to a buddy or family participation, some more than others. Therefore, controlled guest privileges should be considered except in the case of *competitive* sports teams of which the teams must consist of employees. Try to provide recognition programs which honor outstanding

services, top suggestors or blood donors. These need not be gala affairs at great expense. Even simple publicity and notes of appreciation are effective.

Other personal services can be offered that may cost very little in money or time. They include employee discounts for company products, sporting events and entertainment discounted coupons or tickets, cooperative merchant discounts of various items, or services offered employees at a discount merely for the advertising provided on bulletin boards and in newsletters. Actually, most employee services provided by the company or its employee group will save on company time, tardiness, or absenteeism while also benefiting the employee. The credit union, a check cashing service, a referral service and photo film service are but a few of the many services that can be established.

When developing an employee and activities services program, proceed slowly and have each segment working well before taking on another. In this manner, you will be able to build your program without overburdening yourself or others with too many functions at any one time. Your employee services program, consequently, will be controlled and easy to coordinate.



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# 1981 National Conference & Exhibit May 6–10, 1981 Chicago, Illinois

#### PROGRAM AT A GLANCE

#### WEDNESDAY, MAY 6

8:00 AM
2:30 — 3:15 PM
First Timers' Familiarization Session

(SP) 2:30 — 3:30 PM
3:30 — 4:45 PM
Conference Opening and General Session "Image and Impact of Employee Services and Recreation Administrators"

6:30 — 8:00 PM
Themed Cocktail Reception

#### THURSDAY, MAY 7

7:00 AM Morning Exercise Session
(SP) 8:30-9:30 AM Hospitality Room Open
8:30-10:30 AM Regional Breakfasts
(SP) 9:30-11:30 AM Quaker Oats and Mart Tour
10:45-11:45 AM Concurrent Sessions

- (A) "Chapter Development and Retention"
- (B) "Administration of a Successful Recognition Program"
- (C) "The Use of Computers in Your Employee Services and Recreation Program"

(Continued on following page)

#### (continued from previous page)

	- 1 N	
No	oon- 1:30 PM	Management Luncheon
1	:45- 2:45 PM	Concurrent Sessions
		(A) "Government Legislation and its Effect on Your Program"
		(B) "Vacation Trends of the 80's"
		(C) "What is NIRA?—Student Orientation Session"
3	:00- 5:30 PM	Exhibit Hall Grand Opening
5:	:30 PM	Buses Depart for Dinner and Tour of Museum of Science and
		Industry 1
9:	:15 PM	Buses Depart for Holiday Inn

#### FRIDAY, MAY 8

	7:00 AM	Morning Exercise Session
	8:00- 8:50 AM	General Session "The Turnaround Workshop"
(SP)	8:30- 9:30 AM	Hospitality Room Open
	9:00- 9:45 AM	General Session "Economic Survival of the 80's"
(EX)	9:00-10:15 AM	Exhibitors Breakfast and Annual Meeting
	10:00-11:30 AM	Concurrent Special Event Workshops
(SP)	10:00- 3:00 PM	Shopping at Water Tower Place and the "Magnificent Mile"
	Noon- 2:00 PM	Exhibit Hall Open/Deli Lunch
	2:15- 3:00 PM	General Session "Japanese Productivity—Employee Services and Recreation's Contribution"
	3:15- 5:00 PM	NIRA Annual Meeting/Election of Officers
	5:30- 7:30 PM	Exhibit Hall Open/Wine & Cheese Reception
		•

#### SATURDAY, MAY 9

	7:00 AM	Fun Run
	9:00-11:00 AM	Exhibit Hall Open/Continental Breakfast (Spouses Included)
(SP)	10:00-Noon	Art Institute Tour
	11:00-11:45 AM	General Session "Murphy's Law and Recreation—No Room
	Y	For Error"
	12:30- 2:00 PM	Lunch on your own
	2:30- 3:30 PM	General Session "Cost Effectiveness of Your Program"
	3:30- 5:00 PM	CIRA/L Meeting
	7:30 PM	President's Ball/Dinner and Dancing

#### **SUNDAY, MAY 10**

9:00–10:30 AM	Concurrent Crackerbarrel Sessions
•	(A) "Special Interest Clubs"
	(B) "Urban Area Employee Activities"
•	(C) "A Look At Basic Communications"
10:45-Noon	Brunch/Exhibitors Door Prize Drawings
· · · · · · · · · · · · · · · · · · ·	

(\$P) Events planned specifically for registered spouses. Spouses are invited and encouraged to attend all of the professional development educational sessions as well as all of the special events.

#### **Conference Spotlights Renowned Speakers**



**Dick Robinson** 

Dick Robinson, Ph.D., was appointed Kentucky's Commissioner of the Department of Personnel in December 1979. He is also Chairman of the Governor's Executive Management Commission.

Robinson was elected Executive Director of the Kentucky Democratic Party in June, 1979. In this role he served as the chief administrative officer of the Democratic Party, coordinating the largest voter registration in the history of Kentucky.

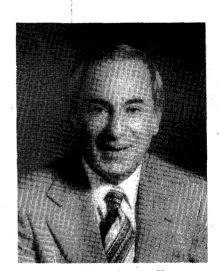
He served as Acting Commissioner and Deputy Commissioner of the Kentucky Department of Commerce from 1977 to 1979, as head of the agency responsible for economic growth and expansion of the Commonwealth.

Robinson was president of the United States Jaycees in 1975–76. In 1973, as a state president, he was

recognized as one of the five Outstanding Jaycee Presidents in the U.S. The highest prestige ever given an active jaycee was given to Robinson when he was awarded U.S. Ambassadorship #1 at the 1976 National Convention.

Robinson earned a B.A. and an M.A. in Education at Morehead State University. He received his doctoral degree in Education from Wayne State University. Athletically inclined, Robinson runs 25-30 miles per week and is currently president of the Lexington Thoroughbred Swim Team. He was featured in the nationwide publication SUCCESS UN-LIMITED in June, 1976 one of the voungest persons ever featured in a cover story in the history of the publication. Earlier this year, he was elected by the Lexington Herald as one of 25 "Kentuckians to Watch in the 1980's."

Dr. Robinson will be the featured speaker at the opening, general session of the NIRA Conference and Exhibit on Wednesday, May 6. His topic "The Image and Impact of Employee Services and Recreation Administrators", will offer an inside look at the role employee services and and recreation administrators play within the company. He will also present ideas on how an effective employee services program assists management in building employee morale and what steps can be taken to enhance these programs as a part of sound business management.



Marvin Himmell

Marvin Himmel began his career at the age of ten in Chicago based soap operas such as Jack Armstrong, Little Orphan Annie, Sky King and Captain Midnight. At an early age, he appeared in several broadway shows including the 1935 road company of Sidney Kingsley's Dead End from which evolved the original Dead End Kids.

Just prior to World War II, he introduced into the variety field an act known as the "Three Make-Believes." This act was the forerunner to all lip synchronization, pantomime to phonograph records and is now widely used in television miming of live sound performances.

In 1950, he entered the theatrical agency field, specializing in pack-

(continued on page 18)

#### Himmell

(continued from page 17)

aging of shows for conventions and private concerts. In 1960, he expanded to the field of professional meeting planning, and in 1976 the company added a fully appointed travel division.

Himmel and Associates, based in Chicago, and now in its 29th year, is recognized as one of the foremost convention and travel consulting firms in the United States with a staff of more than 25 professional meeting and travel planning personnel.

Mr. Himmell is one of the founders of the Society of Company Meeting Planners which represents over 100 major corporations and hotels in the U.S. and Canada. He is past governor of the Illinois-Eastern lowa district of Kiwanis International, an area that represents over 13,000 members.

Himmel will be the featured speaker at Saturday morning's general session of the NIRA Conference and Exhibit. In "Murphy's Law and Recreation—No Room for Error," Himmel will acknowledge the endless number of details that must be covered when planning employee programs and will offer tips on how administrators can keep on top of particulars while leaving no room for errors.

#### The Turnaround Program

The Turnaround Program sponsored by the Campbell Soup Company, is a unique consumer information program devoted to good eating and exercise. Utilizing the behavioral approach to weight control, nutrition and physical activity, the Turnaround Program helps the individual fit healthful eating and physical fitness activities into the daily routine.

Conducting the program are: Dr. Henry Jordan, Philadelphia psychiatrist who is Director of the Institute for Behavioral Education and a Clinical Associate Professor of Psychiatry, University of Pennsylvania; Dr. Karen Morgan, Assistant Professor, Department of Food Science and Human Nutrition, Michigan State University; and Dr. Charles Kuntzleman, owner and National Program Director of the Fitness Finders Program and National Consultant to the YMCA Activetics and Feelin' Good Programs.

In a general session of the NIRA Conference and Exhibit on Friday, May 8, the Turnaround workshop will be held for all conference attendees. With the objective of putting the individual in charge of one's own lifestyle, this workshop will offer participants the tools to discern their problems with diet and exercise and offer guidelines they can use to make small, but healthy changes in their lifestyles.

#### Gotta' Dance

(continued from page 13)

religious expression, and today, stems primarily from social situations. Though most dance styles require training, the amount of training depends on the difficulty of the dance form. Once a prospective "dancer" finds a particular dance to his or her liking, lessons can be taken or the routine merely practiced with the aid of one who is familiar with the steps.

Because dance is a form of self-expression, a great variety of dance styles exist to accommodate the spectrum of personalities which abound. Dance exercise classes which use traditional dance forms as pathways to fitness are flourishing nationwide. By enrolling in such a class, an individual engages in a fun way to physical fitness while learning a variety of dance forms such as folk, modern, jazz and disco.

Nearly 50,000 men, women and children across the nation attend "Jazzercise" classes, developed by

dancer Judi Sheppard Misset. This dance fitness program uses jazz dance movements set to all kinds of music—ranging from Broadway tunes to classical to Country & Western sounds. The simple routines of the program are primarily designed to develop the cardiovascular system. But, Jazzercise, designed for the non-dancer, also strives to improve the participant's balance, posture, muscle tone, endurance, coordination and flexibility.

And, for those who wish to combine fitness with a preservation of an important facet of their national heritage, there is folk dance. Interested individuals may join clubs or attend classes to learn this dance style. The Irish jig, Cuban Rumba and American square dance are but a few of the many dance variations available.

Several years ago, disco rose as a new form of exercise for activity-oriented adults. This dance, in turn, gave rise to the return of many forms of partner dance from the ballroom waltz to the "cha-cha." And recently, an enormous surge of interest has been sparked for the Country &

Western dances such as the Texas Two-Step and Cotton-Eyed Joe.

Modern dance, ballet and jazz are considered by many to be among the most beneficial dance forms. These dances tighten and tone all muscles because they are isotonic, involving constant movement of all parts of the body.

There's an old saying that you'll never find an unhappy dancer. Watch someone tango, or do the Texas Two-Step, and what will you discover? A effervescent smile, self-confidence and a body that's taking the fun route to achieving physical fitness.



#### 1981 Conference & Exhibit:



# A Learning Exchange Among Your Peers

by Michael T. Brown, CIRA
Director of Marketing, NIRA

As an Employee Services Coordinator, you have been charged with the responsibilities of administering your company's employee services programs and activities. You don't need to be a seasoned veteran in the field to realize how broad a scope those responsibilities entail. In a profession like ours which is constantly expanding and encompassing new domains, it is essential to be as well-informed as possible to carry out programs in a professional and efficient manner.

As a member of the National Industrial Recreation Association, you have taken that first step in asserting your professionalism as a recreation administrator. Reading Recreation Management Magazine and other NIRA publications, obtaining your certificate as a CIRA or CIRL, and using the association's headquarters staff to secure advice are good ways of making use of your professional membership. These alone, however, cannot take the place of meeting in person with colleagues in your field from companies across the nation and even in other countries to discuss mutual problems and program possibilities.

Such is the intent of NIRA's annual National Conference and Exhibit. This is your opportunity to progress as a professional by attending educational sessions, meeting with exhibitors and socializing with your peers, to learn all you can about the latest trends in the field of employee services and activities.

#### **Prior to the Conference**

Serious preparation before you depart for Chicago will assure that your investment, and your company's, pays off in practical knowledge and professional contacts that will improve your performance in the coming year.

The annual Conference and Exhibit, May 6–10, offers you the opportunity to accomplish a great deal in a brief period of time. To get the most you can from the experience, establish your own set of goals and objectives. Know what you want from the Conference before you even register.

You are fortunate if colleagues, whether staff members or volunteers, can attend the Conference with you. A team can cover the many Conference events better than a single individual can. The guidelines below are written with a delegation in mind, but can be adapted for a single attendee. If you must attend the Conference alone, you may want to coordinate your efforts with another delegate from your home area, so that each of you can benefit from the other's observations.

If you bring additional delegates from your organization, choose your group carefully. Attendance at the Conference should be an investment in the future of your program, not a reward for past involvement. Within the political realities of your organization, choose those

(continued on following page)

RM, April, 1981

#### A LEARNING EXCHANGE

(continued from previous page)

people whose attendance will best serve the entire recreation association. You may decide to bring your superior or members of your staff. Outstanding volunteers, especially members of your association board, can also be valuable assets to a Conference delegation.

#### **Meeting With Your Delegation**

Prepare yourself and your delegation with two meetings prior to the Conference. In your first meeting, give your delegation a general introduction to NIRA and explain what will happen at the Conference. If you are a first-time delegate yourself, call a fellow member or the NIRA office for any information you need.

Also at your first meeting, discuss various travel alternatives. Agree upon your room arrangements at the hotel and determine whether you will need a rental car for the 5 days in Chicago. Review your estimated expenses and make arrangements for travel allowances. Make certain that everyone in your group understands the importance of keeping a complete and accurate travel expense record, in line with your organization's policy.

Once the mechanics of the trip are settled, consider specific goals and objectives. Perhaps your organization needs new ideas on increasing participation, generating funds or reducing liability risks. All recreation programs have problems. Define these general areas within your context and ask each member of your group to determine the specific questions that will help you gather useful information. Before your next meeting, prepare a list of goals and objectives and have a copy ready for every delegate.

At your second meeting, review the mechanics of the trip. Confirm your travel and accommodation details. Distribute tickets and travel advances and make certain that everyone understands expense reporting procedures.

Review the Conference program in light of your goals. Determine who will attend which educational sessions. It is especially important to coordinate attendance for concurrent sessions so that you can compare and exchange notes later. Fortunately, recordings of all major sessions will be available for purchase so that delegates may supplement their own notes with information from sessions they cannot personally attend. If you attend the Conference alone, mark those sessions which will be most beneficial to you. Whenever possible, arrange to exchange notes with delegates who attend sessions you must miss.

#### **During the Conference**

Make sure your delegates visit the Exhibit hall. It's a valuable source of programming ideas. Several Exhibit sessions throughout the Conference will allow you ample time to meet every exhibitor, even if you attend the

meeting alone. Collect all the information you can about every supplier. Some exhibits may seem outside your organization's current interests, but learn about them anyway, since you may be able to use their services in the future. Take a positive attitude toward what they have to offer. Ask yourself how you can include their products and services in your program rather than ruling them out altogether.

Describe your organization to the exhibitors and find out how their products and services can benefit your employee group. Many suppliers offer flexible programs which can be adapted to your unique circumstances.

Stress to your delegates the vital importance of meeting as many people as possible during your Conference days in Chicago. Use mealtimes, breaks between sessions and evening social hours to meet recreation directors from a wide variety of organizations. These informal times offer a great opportunity to discuss program ideas, find answers to your questions and meet friends who may be able to provide advice and assistance in the future. Often these informal social contacts reinforce valuable professional relationships. And don't forget to bring your business cards. Exchange them with speakers, exhibitors and fellow delegates so they will remember you and you can contact them in the future should you need their services or advice. Later, you will be able to contact an individual who mentioned a program or idea you may want to try.

Schedule one or two informal meetings during the Conference with your delegation to discuss the program and review your goals. Keep in touch with each member of your delegation or the delegates from your home area. Make it a point, however, to meet new people. If you are a new member or first-time delegate, introduce yourself to members of the NIRA staff and Board of Directors. Part of their job is to help you meet other members and make the most of your Conference experience.

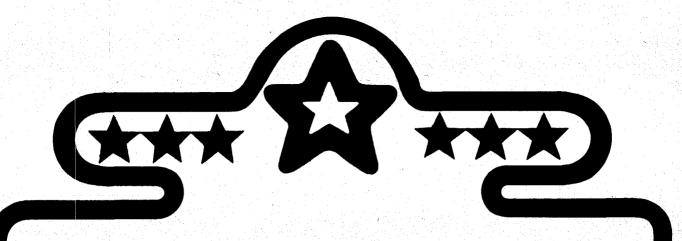
Before you leave Chicago, schedule a review meeting with your delegation. Hold it within a week of your return, while memories of the Conference are still fresh.

#### **After the Conference**

At your post-Conference meeting, evaluate your experience. Organize your new-found information according to your goals and objectives. Complete and review all travel expense reports.

Write a report on your Conference experience, emphasizing the practical application of what you and your group have learned. Circulate it to your recreation association's board of directors and any corporate executives who have a special interest in the recreation program.

Learn all you can in Chicago—attend the sessions, visit the exhibit booths and meet your professional peers. This experience is one of the most educational and enjoyable benefits that your NIRA membership can offer.



#### **National Industrial Recreation Association**

40th Annual Conference and Exhibit Holiday Inn Mart Plaza Chicago, Illinois May 6 –10, 1981

Complete registration form on reverse page and return to:

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RM, April, 1981

#### Registration

# The 40th Annual NIRA National Conference and Exhibit Holiday Inn-Mart Plaza-Chicago, Illinois May 6-10, 1981

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#### **Registration Packages**

#### —IMPORTANT— CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

	Prior to April 1, 1981	After April 1, 1981
Delegate—NIRA member	\$155.00	\$165.00
Non-member delegate	\$175.00	\$185.00
Associate Members not exhibiting		\$235.00
Commercial attendees not exhibiting		\$295.00
All Spouses		\$ 85.00
Student Attendees		\$ 85.00
Retirees	\$ 75.00	\$ 85.00

Please include your check payable to: National Industrial Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than May 2, 1981. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1981.

# Make Optimum Use Of Conference Exhibitors

The 1981 National NIRA Conference and Exhibit set for May 6–10 in Chicago, Illinois, should be one of our largest ever.

As in the past, this year's International Conference and Exhibit is an excellent opportunity for all of NIRA's Organization, Associate, Allied, Chapter, Individual, Student and University members to come together once again. Here they will be able to enhance their knowledge of

the kinds of employee programs and services available which can be mutually beneficial to all NIRA members.

The importance of this annual event can not be overstated. From the time the Conference and Exhibit opens until its closing hours four days later, there is much to be gained by all who make it their business to attend. Whether it's a session on economic survival in the 1980's; a walk through the colorful booth-filled exhibit hall, or some leisurely moments at a NIRA banquet, breakfast or social hour, this is your opportunity to learn as much as you can about the association, its various members and how all can help each other professionally by providing improved and expanded programs and services to and through our respective organizations.

Exhibitors this year will represent such products and services as sports-wear, fitness products travel agencies, family attractions, tourist bureaus and a variety of employee services operations including caterers, photography services, and merchandisers offering discount sales.

Delegates should keep in mind that while exhibitors attend our conferences to increase their sales, they service recreation and employee services administrators by offering tips and ideas you can incorporate into your activities to strengthen and expand your employee programs. In other words, their products and services can help to enhance your pro-

gram as much as the educational sessions will.

They also help support NIRA, your professional association, through their dues as Associate members, fees as exhibitors, and advertising dollars in our association magazine, Recreation Management.

Make every effort to visit each exhibit booth in the hall. Talk to the representatives and pick up their literature to see how their products and services can be adapted to your program. It's an excellent opportunity for you to meet these suppliers on a personal basis and form contacts you can call on throughout the year. Their products and services can benefit you, your program and your employees. You might also be aware that many of the exhibitors this year will be offering special programs to NIRA members of which you can take advantage.

In addition to meeting with and hearing from a number of experts in our field on such topics as communications, special interest clubs, legislation and liability, you'll have an opportunity to personally meet with members of the Association's governing body—the NIRA Board of Directors.

Join us in Chicago in May and reap one of the greatest benefits NIRA can offer you—meeting with colleagues in your own field in what should prove to be a most profitable and professional learning exchange that can only benefit you more.





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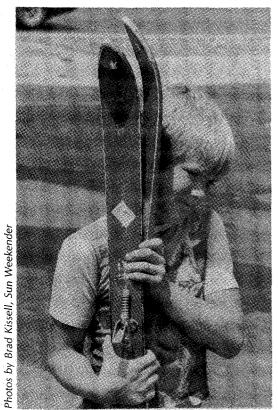
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Our Own Private Beach









A careful consumer examines the racks of clothing for sale (top left), while the Shaughnessys' earn some "easy money" from their booth (top right). The \$1 price tag shifts Danny Johnson's spring thoughts to snow (above left) as a young duet don the free jewelry (above right).

# From Corporate Parking Lot t Bargain Aunter's Paradise

#### by Kimberly Thomas Editorial Assistant

Have you ever been in search of a novel program idea which includes employees, retirees, family members and community residents? Has your quest for a low budget activity requiring ease of administration and few helpers only resulted in frustration and disappointment? Then perhaps a company garage sale is just the kind of employee activity you've been looking for.

"One man's trash is another man's treasure" was the basic philosophy underlying the company garage sale sponsored by the General Mills Employee Club in Minneapolis, Minnesota last June. This unique event gave company employees the welcomed opportunity to sell little used items cluttering basements, attics, garages and closets to an interested public. Among the most grateful for having an opportunity to unload the unused were apartment dwellers whose lack of yards and garages make such sales nearly impossible.

The novel idea was suggested by Jan Ecklund, president of the General Mills Employee Club Council. Her goals were threefold: to give employees an opportunity to sell re-usable goods; to improve community relations through an informal, fun, social event; and to raise funds for 15 foster children sponsored by the Employee Club through the Foster Parents Plan and the Christian Children's Fund. The employee club has sponsored these two children's or-

ganizations for some 30 years.

Books, bikes, blazers and barbecue grills filled the racks and tables of 95 booth-dwellers who hoped to sell their second-hand wares. Such hobby and craft items as macrame, jewelry, wooden toys, bird houses and pottery were also exhibited and sold to those in attendance by other participants in the sale held in the corporate headquarters' 12 acre parking lot. More than 3,000 people were in attendance at the day-long event snapping up what bargains they could find. As a precaution, a rain date was set.

A team of about 12 volunteers were responsible for the success of the sale's organization and smooth operation. Duties included publicity, refreshments, assigning parking spaces for each booth exhibiting, and clean up. Numerous well placed trash receptacles set about the grounds made that chore a breeze at the end of the day.

Volunteers sold coffee and doughnuts to the morning crowd while afternoon shoppers selected from a menu of hot dogs, chips and soft drinks. For the children in attendance, Disney films, a duck pond and a play area were provided to hold their interest and free their parents for the day of browsing and buying.

Effective publicity is essential for any successful event and this one was no exception. The General Mills Employee Club advertised the sale with flyers, bulletin board announcements and ads in local newspapers to attract community residents. Huge signs on major roadways surrounding the corporate headquarters were erected for additional exposure.

One of the best advantages of holding a company garage sale is the low budget involved. For example, after spending about \$550 on refreshments and publicity, the club not only met its expenses but raised an additional \$270 for its favorite charities and had a fun time doing it, too.

The most popular events receive praise and support from both management and employees. An employee survey taken after the sale revealed that the overwhelming majority of people in the company felt the event was an enormous success which they would gladly participate in again. So June 6, 1981 was the date set for yet another day for the corporate parking lot to be transformed into a bargain hunter's paradise.

Companies of almost any size can sponsor this low budget program which benefits employees and requires little time and expense from management. For more specifics on staging a garage sale at your company, direct your inquiries to Ralph Ferrara, Manager, Employee Recreation, General Mills Inc., P.O. Box 1113, Minneapolis, Minnesota 55330. Phone: (612) 540-7370.

#### Order Your Professional Library

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#### ☐ Benefit Analysis of the Industrial Recreation Institution

A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.

#### ☐ Employee Recreation: Outlook for the Future

A comparison of data compiled from surveys of NIRA members in 1974 and 1978. Covers activities, facilities, staff personnel and salaries, budgets, and more. 67 pages. \$5.00.

☐ Two for one: "Benefit Analysis" and "Outlook" (above). 117 pages \$7.00—save \$3.00.

#### ☐ Industrial Recreation Bibliography

An annotated bibliography of industrial recreation resources by Robert W. Schoott and Douglas M. Crapo, Ph.D. More than 470 entries. \$3.00.

#### ☐ Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. \$15 for NIRA members. \$20 for non-members.

#### ☐ Top Management Speaks

Nineteen top corporation executives explain why they back industrial recreation and NIRA. Leaders of Ford Motor Company, Goodyear Tire & Rubber Company, U.S. Steel, 3M and other industrial giants provide invaluable support for your programs. \$7.00. Discounts available for orders of 20 or more.

☐ The Untapped Potential: Industrial Recreation Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA Employer of the Year. \$3.00.

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### **NEWS IN BRIEF**

#### NIRA, President's Council Co-sponsor Fitness Week

NIRA and the President's Council on Physical Fitness and Sports is cosponsoring "National Physical Fitness and Sports for All Week" May 3–9. This week has been designated to focus attention on the need for developing fitness and sports programs in communities throughout the nation.

All NIRA Organization members should have received a brochure by now from the President's Council describing ways you can promote this special week in your company.

If you haven't yet received a copy please contact Matt Guidry, Director of Community Programs, PCPFS, 400 6th St., S.W., Room 3030, Washington, D.C., 20201.

#### **Building America's Leisure-time Activities**

The incoming Reagan Administration, headed by a man who heralds from the arts and recreation business, is telling Americans that they can expect some quick changes which will affect the leisure business.

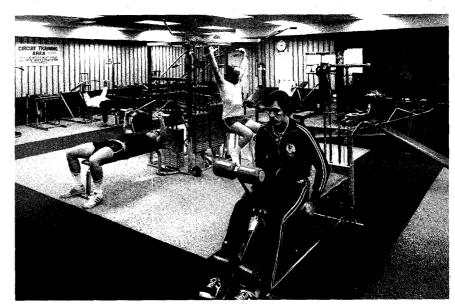
Leisure Information Service's Fund Development and Technical Assistance Report reveals the plans Reagan proposes to undertake early in his term. Reagan states that as Governor of California, he vigorously supported the expansion of the recreational opportunities available to Californians. Presently, he recognizes the need for federal funding of necessary and legitimate programs. However, he feels that the individual

NATIONAL FISHING WEEK MAY 11-17

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states should carry primary responsibility for recreational development in order to increase responsiveness to local conditions.

Further, he believes that the best means of increasing recreational opportunities and protecting the envi-(continued on page 30)



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# Know us by the companies we keep



The National Industrial Recreation is known by the companies it keeps—year after year. Over 2,200 company members represent NIRA, which was established

in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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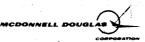














































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#### **NEWS IN BRIEF**

(continued from page 27)

ronment is to encourage private groups to get involved. Such groups can buy land, help fund parks, and increase public awareness of environmental and recreational issues.

President Reagan says his economic plan will produce stronger economic growth and lower inflation. If his plan can slow inflation, these moves should leave more disposable income available for leisure time pursuits.

As a general proposition, Reagan argues that state and local governments know better where money should be spent. He would turn social program funds over to them to use as they deem appropriate. Hopefully, this will give the individual citizen more money to spend on leisure activities and will have more programs available to them.

#### **Surviving Hotel Fires**

With the recent surge of hotel fires, travelers should acquaint themselves with the best procedures for escaping the life-threatening crisis. A six-page booklet on "How to Survive a Hotel Fire" has been published by the National Safety Council as a step-by-step guide to travelers on what to do when they check into their hotel rooms and what to do if a fire does spark.

A "fire-escape plan" is featured in the booklet. The plan explains how to locate usable fire exits and encourages travelers to find the nearest fire alarm to activate in order to warn fellow occupants in the emergency.

The booklet also includes a "check your room" section which emphasizes the need for placing the hotel key in an easily accessible spot. Making certain the windows can be opened and noting any means of escape from it are also emphasized.

If there is a fire, a procedure is given that will maximize chances of survival. This procedure describes

how to test the door to determine if there is fire in the hallway; what action to take if you're outside the room if there's no fire in the hallway; and how to "firefight" if you are forced to remain in your room.

For information on obtaining this booklet write the Order Department, National Safety Council, 444 North Michigan Avenue, Chicago, Illinois 60611.

# Need Productive Employees? "The Competence Game" Is Book to Read

The U.S. Department of Labor statistics show that productivity is now declining at a rate of 4.5% a year and the *Financial Times* in London reports that productivity growth in the United States is now the lowest among all of the major Western industrialized nations.

If you are like most managers today, you don't need these statistics to know that finding competent employees is a serious problem. However, you can now greatly improve your chances of identifying and keeping the truly competent worker at a salary you can afford.

Do you know, for example, the six signs to look for when interviewing an applicant? . . . the art of getting job applicants to volunteer essential information? . . . the minimum eight questions to ask in checking references?

The Competence Game is based on an intensive research undertaking. Responses to no less than 1,000 dual questionnaires, from workers and supervisors alike, revealed the work attitudes and personality traits of those rated "most competent" by their managers. In addition to this first-of-its-kind survey, more than 100 executives in all sizes and types of well administered firms were interviewed as to their own private ways of assessing applicants—and hiring only the best. These same executives also revealed how they make best use of competent people—once they find them.

And you will learn:

—the sum and substance of today's employment laws versus your rights as employer;

—steps to take before letting the personnel department search for job applicants;

—guidelines to checking the competence of someone you might hire:

—how to assess salary's role in the mind of the competent candidate;

—ways to sell the job to the competent applicant;

Chapter by chapter, *The Competence Game* specifically applies findings like these to just about any job opening you may have, be it industrial, professional, clerical or service. Also included are key ways top executives motivate longtime employees who have become incompetent. From a check list of danger signs to what to do with workers who don't "respond" to treatment, valuable guidelines to continuing competence are included.

This publication is available for \$12.95 from Van Nostrand Reinhold Publishing, 135 West 50th St., New York, NY, 10020.

## **Special Risks For Active Women**

Women active in exercise and sports apparently are more likely than men to incur injuries to the ankles, knees and soft body tissue according to Christine E. Haycock, M.D., Associate Professor of Surgery at New Jersey Medical College.

The President's Council on Physical Fitness & Sports Medicine Newsletter reports that women do, however, suffer fewer fractures and severe dislocations than men. Dr. Haycock attributes this to the fact that they generally do not participate in such "collision sports," as football and ice hockey.

"Women's greater risk of ankle and knee injury probably results from the fact that their pelvises are wider and the femur joins the pelvis at a more acute angle," said Dr. Haycock. "Also, women's tendency to bruise more easily than men is attributed to the fact that their skin is slightly thinner and softer."

Studies also suggest that the higher injury rate may be due to a lack of strength in the lower extremities, since the injury rate tends to drop when women undergo weight training to strengthen the ankles and knees.

### A Plan to Benefit Older Employees

By the year 2000, one in eight Americans will be 65 years of age or older. Already a longer life span, soaring inflation, and the extension of the mandatory retirement age are leading American workers and their employees to expect a longer and more productive working life. This fact has hastened completion of a nation-wide survey regarding work in America. Information has been compiled to reveal what today's most successful companies are doing right now to hire, retain, retrain, and provide more options for older employees.

The results of this survey are highlighted in a selection of innovative programs in the book entitled, Young Programs for Older Workers. The study explains how established work arrangements such as part-time employment, phased retirement and second-career training are being redesigned to more effectively take into account changes in the economy and the local labor force. Among the programs described are several that help women return to the labor force after absences of varying length. This information shows how women are being trained as entrepreneurs in small business ventures, retrained and upgraded in mathematics and the sciences and helped out of social

and economic difficulties caused by today's high divorce rate.

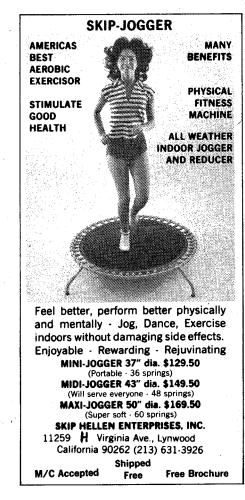
The author, Beverly Jacobson, also reviews a variety of programs for helping mature workers and retirees find jobs. She discusses the problems involved in matching the skills of these older workers with existing needs, and explains current attempts at establishing data banks to further this matching process. Demotion and termination are usually regarded as "dirty" words. But Ms. Jacobson shows how employees faced with dislocation in this time of changing economic and technological conditions are being offered outplacement counseling, job relocation, and transfer to a lesser position.

Young Programs for Older Workers contains an evaluation of today's legal, technical and attitudinal changes which are helping older workers to re-enter the work force. Also included is a section on assessing and advising older employees that encompasses techniques in performance appraisal, examples of successful retraining programs and programs for preretirement counseling and planning.

The publication is available for \$16.95 from Van Nostrand Reinhold, Litton Industries, 135 West 50th Street, New York, New York 10020.

# The Information Report: A Resource Gold Mine

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RM, April, 1981

# NIRA CALENDAR

# Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson (213) 354-5367.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Jeane Lewis—(614) 261-5166.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Kathleen Carney (617) 895-3228.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

New York Industrial Recreation Directors Association/New York; New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

Seattle Metropolitan Industrial Recreation Council (SEAMET)/Seattle, Washington. Meets on the last Wednesday of the month. Contact Marsha Culley—(206) 655-2442.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council WARES Washington, C.D. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

### Regional and National Conferences

40th Annual NIRA Conference and Exhibit will be held May 6-10, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio.

**Region VI Conference and Exhibit** will be held October 15–18, 1981 at the Sheraton Denver Tech Center, Denver, Colorado.

**Region VII Conference and Exhibit** will be held September 17–20, 1981 at the Hilton Riviera Hotel, Palm Springs, California.

For further information about the conferences above contact the NIRA office—(312) 346-7575.

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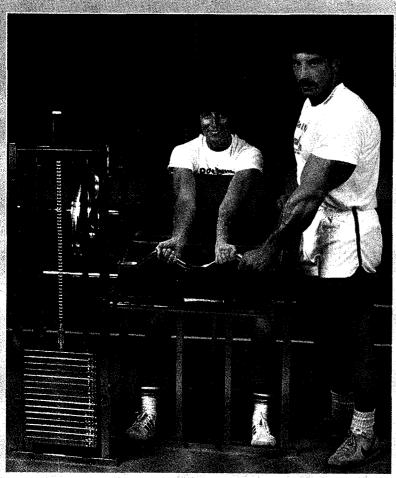
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# RECREATION MANAGEMENT

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San Diego, California

# What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees \$250 5,001to 10,000 employees \$200 1,001 to 5,000 employees \$160 Fewer than 1,000 employees \$100

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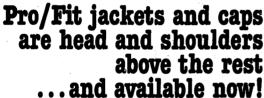
### In This Issue . . .

Cover photo by Dennis J. Cyrier

"Employee Services and Recreation: Its Economic Impact"-that's the theme of NIRA's 1981 International Conference and Exhibit to take place in Chicago this month. At seminars, general sessions and social hours, the hard-hitting theme of economic survival will be driven home to NIRA Conference attendees. For a complete rundown of the conference program see the pre-conference coverage in the April issue of Recreation Management.

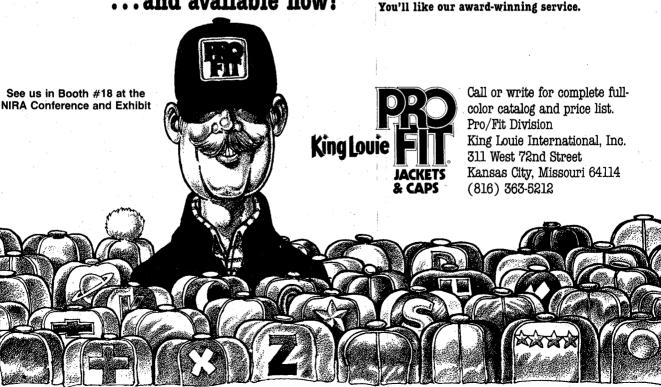
"From NIRA to NESRA: A 40 Year History of Employee Services and Recreation"—that's the title of our seven page photo story describing the course of NIRA's existence since 1941. Turn to pages 10-17 for some scenes out of the past and maybe you'll even recognize some familiar company names.

Editorial Assistant Kimberly Thomas has been serving a double internship at Recreation Management assisting in all aspects of magazine production. Among her contributions to this issue are "Giving the Gift of Life" (p. 19); a feature on organizing company blood drives, and "How do your Gardens Grow?" (p. 24); a story on employee gardens.



King Louie's Pro/Fit complete line of highquality jackets, vests and caps are all in stock.

The broad style and size range, coupled with an in-house imprinting facility, insures prompt handling of jacket and cap needs.







# RECREATION MANAGEMENT

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SOCIETY OF

SOCIETY OF

NATIONAL ASSOCIATION

PUBLICATIONS

Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

# SERVICES & ACTIVITIES

### **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

# Services and Activities

Recreation Management—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *Recreation Management*, *Keynotes*, a monthly newsletter of program ideas, is published for members.

Consultation Service—NIRA Consultants and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests— Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or near-by.

Membership Directory—A complete listing of the NIRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NIRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors for organization members only.

Conferences & Workshops—NIRA's Annual International Conference and Exhibit, open to all NIRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NIRA certifies industrial recreation administrators and leaders after they successfully complete the Certified Industrial Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIR-REF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

### **Types of Membership**

Organization—Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate—Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Employee Services and Recreation Chapters—Open to local areas having organized associations comprised of business, industry or government.

Individual—Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University—Available to institutions interested in Employee Recreation. By virtue of membership, students enrolled in these institutions receive a reduced student membership fee.

**Student**—Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

# The NIRA President would like a word with you

### ... about the year now ending and the ones ahead



Al Ward
Owens-Corning Fiberglas Corporation
1980–81 NIRA President

This will be my final opportunity to chat with you as president of your Association. The twelve months of this administration have marched by swiftly . . . each month seemingly shorter, and moving more quickly, than its predecessor. It doesn't seem possible that the time has come to say goodby.

Before doing so, however, let me share a few thoughts with you by dividing the remaining time into three parts.

### . . . A time for reflection

It was Thomas Carlyle who said: "Our most important task in life is not to see what lies dimly at a distance, but to do what lies clearly at hand".

We have come to the end of another year in the life of our Association . . . a year in which the administration has focused its attention on "the things at hand". The emphasis has been on reinforcing the basic foundation stones upon which every successful association is built: a growing, interested membership, an active, informed board of directors, a talented, resourceful administrative staff, and a dynamic, effective program.

A single year is a very small and relatively insignificant part of the continuum. It is characteristic of human nature to wish to "point with pride" to results attained. We are better advised, however, to await the passing of sufficient time to give us a more reliable sense of perspective and objectivity before attempting to measure and evaluate the year's work.

Still, it is not an overstatement to report that this administration worked diligently toward the realization of the goals of enhancing the Association's image, influence and impact, and in effectively servicing the needs of the membership.

### . . . A time for acknowledgment

One of the privileges which was mine during this past year was to have been surrounded by board members—officers and directors—who were energetic, enthusiastic and dedicated. It was a genuine pleasure to work with them. They demonstrated, time and again, that they had the best interests of the Association at heart. A spirit of coop-

eration and good will pervaded the meetings and did much to help achieve goals efficiently and effectively.

A special word of appreciation goes to two gentlemen who, by their conduct throughout the year, demonstrated how the Association's present is linked to past and future administrations. Kirt (Terry) Compton, Past President, provided invaluable counsel and support and was a major contributor to the plans and strategies of this administration. Ken Wattenberger, President-Elect, likewise was a source of strength by assuming a number of significant responsibilities and sharing and participating fully in the effort to resolve major issues.

Pat Stinson, Executive Director, and his staff worked diligently in support of this administration. Their cooperation was unfailing and their behind-the-scenes activity instrumental in producing results which effectively implemented Board resolutions.

It would not be possible, without a complete disregard of conscience, to fail to seize this opportunity to acknowledge a long-standing debt of gratitude, and express deepest appreciation to one who has counseled, encouraged and supported me and, more importantly, championed the cause of the Association for many years: Mel Byers. No one has worked

(continued on following page)

# NIRA Past Presidents

1941-44—Dr. Floyd R. Eastwood,\* Los Angeles State College

1944-46—Edward B. DeGroote,\* Servel, Inc.

1946-47—James J. Walsh,\* Chrysler Corp.

1947-48-R. C. Skillman, Champion Papers, Inc.

1948-49—C. A. Benson, Eastman Kodak Co.

1949-51—W. H. Edmund, Goodyear Tire & Rubber Co.

1951-52—John R. Ernst,\* National Cash Register Co.

1952-53—William T. Prichard,\* General Motors Corp.

1953-54—A. H. Spinner, Armstrong Cork Co.

1954-55—Ralph M. Isacksen, Seeburg Corp.

1955-56—Carl Klandrud\*, CIRA, Allis-Chalmers Manufacturing Co.

1956-57—Ben Kozman, CIRA, Thompson Ramo Wooldridge, Inc.

1957-58—Kenneth Klinger, Consolidated Vacuum Corp.

1958-59—Thomas G. Croft, General Dynamics/Fort Worth

1959-60—John H. Leslie, CIRA, Minnesota Mining and Manufacturing Co.

1960-61—Oskar Frowein, CIRA, Republic Aviation

1961-62—Robert A. Turner, CIRA, West Point Manufacturing Co.

1962-63—Edward T. Mitchell, CIRA, U.S. Steel Corp.

1963-64—Walter Dowswell,\* Motorola, Inc.

1964-65—Frank Davis, CIRA, Lockheed California

1965-66—Charles Bloedorn, CIRA, Goodyear Tire & Rubber Co.

1966-67—Larry M. Deal, Sr., CIRA, Inland Manufacturing Co.

1967-68—Patrick W. Feely Jr., The Falk Corp.

1968-69—Kenneth L. Kellough,\* North American Rockwell Corp.

1969-70—A. Murray Dick, CIRA, Dominion Foundries & Steel, Ltd.

1970-71—Martha L. Daniell, CIRA, Nationwide Insurance Co.

1971-72—C. James Moyer, CIRA, Eastman Kodak Co.

1972-73—Gary D. McCormick, CIRA, Salt River Project

1973-74—Edward M. Bruno, CIRA, Minnesota Mining and Manufacturing Co.

1974-75—Miles M. Carter, CIRA, McLean Trucking Co.

1975-76—William B. DeCarlo, CIRA, Xerox Corp.

1976-77—Roy L. McClure, CIRA, Lockhead-Georgia Co.

1977-78—Fritz J. Merrell, CIRA, Olin Corp.

1978-79—Dick Brown, CIRA, Texins Association

1979-80—Kirt T. Compton, CIRA, Kodak Park Activities Association

1980-81—Al C. Ward, CIRA, Owens-Corning Fiberglas

\*deceased

rm

### **PRESIDENT'S WORD**

(continued from previous page)

harder than he to promote the development, growth and stature of the Association.

... A time for renewed commitment In the words of the great Persian poet, Omar Khayyam: "... the moving finger writes, and, having writ, moves on ...". So it is with us; we must look and move ahead. What does the future hold in store for us and for the Association? We cannot know. To the extent that past events are a preamble to those of the future we can, however, predict that the future will be exciting, challenging, and filled with opportunities.

We seem to be moving into an era which may be, in part, characterized by a reduced level of government and regulation. If that happens some subtle societal changes may follow which could cause employees and family members to look to the employer to play a larger role in the effort to satisfy certain of their needs and wants. It can be easily seen how

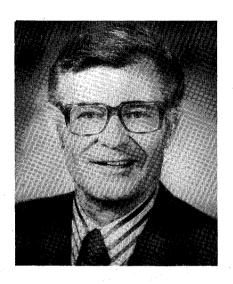
such a change would impact upon the field of Employee Services.

To be ready to meet the future, whatever it may bring, we should prepare ourselves by renewing our commitment to excellence in the practice of our vocation. In that way, we will be doing our best today . . . and still better tomorrow. The future will demand nothing less of us.

I look forward to meeting you there.

Al Whene

# TRANSITION IN LEADERSHIP



A. C. Ward Owens-Corning Fiberglas Corporation 1980–81 NIRA President



Kenneth C. Wattenberger, CIRA Lockheed Employee Recreation Club 1981–82 NIRA President

A. C. (Al) Ward, Manager of Personnel Services for Owens-Corning Fiberglas Corporation, Toledo, Ohio became the president of the National Industrial Recreation Association in May 1980 during the 39th Annual Conference and Exhibit in San Diego, California.

Prior to Ward's appointment as NIRA's President-Elect at the 1979 Conference and Exhibit, Ward served as Vice President for Regional Management. He holds a Doctor of Law degree from the University of Michigan and a Bachelor of Arts degree in Government from Miami University, Oxford, Ohio.

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A member of NIRA since 1972, Ward has also been a member of the NIRA Board of Directors since 1975. He has served on numerous committees including the Public Relations, Tournaments and Services and the Nominations and Elections Committees.

Currently Ward holds memberships in the Toledo Personnel Management Association, the Employer's Association of Toledo, the Administrative Management Society, the American Society for Personnel Administrators and the National Recreation and Park Association. He also served as an instructor for the Dale Carnegie Course for five years.

He and his wife Barbara are the parents of two children.

Kenneth C. Wattenberger, CIRA, Executive Director of the Lockheed Employee Recreation Club, Burbank, California, will become President of the National Industrial Recreation Association at NIRA's 40th Annual Conference and Exhibit in Chicago, Illinois this month.

Wattenberger is past president of the California Parks and Recreation Society, District 14; founder of the Associated Industrial Recreation Council of Burbank, and president of the Southern California Municipal Athletic Federation. Currently he is serving as president of the Burbank Athletic Federation.

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Wattenberger studied business at Mankato College in Minnesota, engineering at Illinois Institute of Technology, Chicago; and recreation and administration at California State University at Los Angeles.

He has been a member of NIRA since 1972 and has served as a member of the NIRA Board of Directors for seven of the past nine years. He has also served as NIRA's Vice President of Membership and Vice President for Regional Management. In 1975 he was the recipient of NIRA's Distinguished Service Award.

Other honors include an award for meritorious service from the Associated Industrial Recreation Council, an honorary lifetime membership to the Burbank PTA and a meritorious service award from the city of Burbank where he served in the Park and Recreation Department for 26 years.

Wattenberger and his wife Betty have two daughters, Nancy and Kathi; and one granddaughter, Holli.

# Give Your Conventioneers A Passport To Car Rental Savings.



# DOFASCO, Inc.'s CEO Named "Employer of the Year"

Winner of NIRA's 1981 Employer of the Year award is Frank H. Sherman, President and Chief Executive Officer, Dofasco, Inc., Hamilton, Ontario, Canada. NIRA's most prestigious award, it pays tribute to a top executive who has demonstrated on a consistent and continuing basis, a sincere belief in, and strong endorsement and support of, an effective employee services and recreation program.

Sherman is Dofasco's fifth president and the third Sherman to hold that title. The Shermans have always believed that employee services and recreation play an important role in maintaining employee morale. As

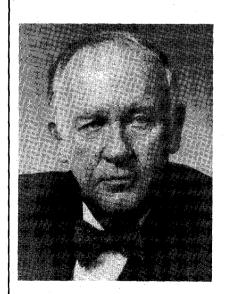
early as 1913, a company-subsidized baseball team was playing in the city league. During the years prior to the early 1940's, Dofasco teams and Dofasco people were prominent on the Hamilton sports scene with many going on to compete at the provincial, national and even international levels.

In 1943, the Dofasco Recreation Club was officially born and a major change occurred—interdepartmental activity replaced varsity style competition. The new program was aimed at involving as many people as possible by emphasizing the fun of participation rather than focusing on the competitive aspect. Within

the next five years the original club line-up of activities had doubled and hundreds of employees enthusiastically responded to the opportunity to take part in the popular sports program.

The 1951–52 season saw the startup of minor hockey and baseball programs and heralded a new era for the then rapidly expanding recreation club. Minor programs now include hockey, figure skating, a skating school, baseball, bowling, badminton and tennis. In 1962, in a move to centralize club activities, a 20-acre parcel of land was leased

(continued on page 33)



Frank H. Sherman

Frank H. Sherman, B.Sc., P.Eng., LL. D. (Hon.), is President and Chief Executive Officer of Dofasco, Inc., Hamilton, Ontario, Canada.

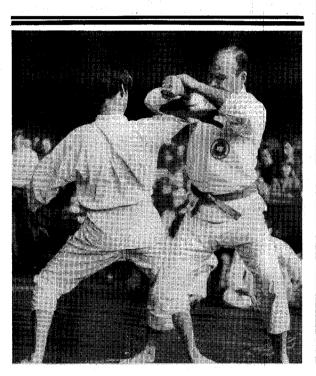
Sherman joined Dofasco, Inc. in 1939 as a metallurgical assistant. From 1940 to 1944 he served in the Development and Operation of Armaments Department and in 1945 became Assistant Works Manager. He was promoted to Works Manager in 1947 and became a Vice President in 1949. He was named Executive Vice President in 1952 and General Manager in 1957. In 1959, Sherman was made President and General Manager of Dofasco and since the fall of 1964, has served as President and Chief Executive Officer.

Sherman is a Director for American Iron and Steel Institute, Arnaud Railway; The Bank of Nova Scotia; Canadian Pacific Inc.; Canron Lim-

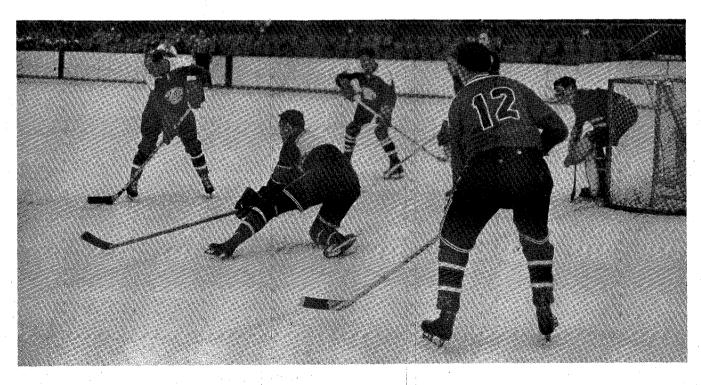
ited; The Crown Life Insurance Company; Dofasco Limited; Great Lakes Waterways Development Association; Knoll Lake Minerals Limited; National Steel Car Corporation Limited; and Wabush Lake Railway Company Limited.

He is on the Board of Governors of the Art Gallery of Hamilton, McMaster University and the Hamilton Philharmonic Orchestra. Sherman serves on the Board of Trustees for the Ontario Jockey Club, the National Executive Council of the Canadian Manufacturers' Association.

Born October 4, 1916 in Bellevue, Pennsylvania, Sherman was graduated from Queen's University, Kingston, Ontario in 1939 with a Bachelor of Science degree (Engineering) in Metallurgy. He received an Honorary LL. D. from McMaster University, Hamilton, Ontario, Canada.



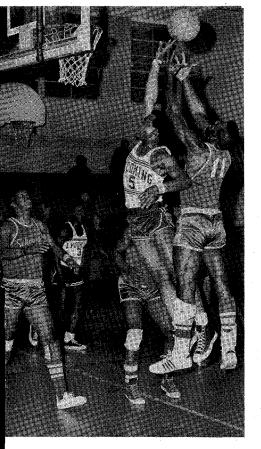




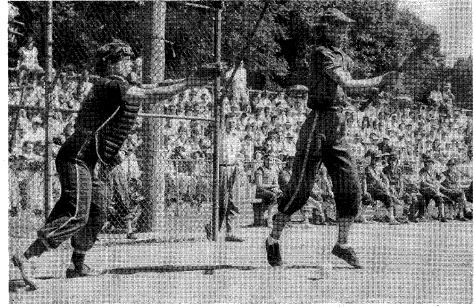
### From NIRA to NESRA

# A 40 Year History of Employee Services and Recreation

1941-1981



With excerpts from the textbook "An Introduction to Industrial Recreation" by Wilson, Wanzel, Gillespie and Roberts







RM, May/June, 1981

The National Industrial Recreation Association grew out of an organization called the National Recreation Association. For several years, this original organization had included an industrial recreation section in its national conferences; but the directors of industrial recreation programs felt that their needs were not being adequately served by the general association. The NRA was chiefly responsive to the needs of the majority of its membership, who were directors of government parks.

Industrial recreation directors, however, felt their needs were different in several important respects: their clientele were regular and permanent employees of industries; their support came largely from industry; their programs and scheduling, unlike those of public parks, were greatly influenced by industrial work hours and company locations; they were themselves employed by industry and hence felt a need to contribute to the goals of their employers; and the needs of the working person were different from those of the vacationing public.

During the NRA's annual meeting in Baltimore in 1939, seventeen of the more prominent industrial leaders decided to form a new organization. Though the creation of a new industrial recreation organization had been discussed for some time, the actual impetus for the formation of a separate organization appears to have been provided by manufacturers of sporting goods, who saw in the further development of industrial recreation a rich field for commercial expansion.

During the fall of 1939 and the spring of 1940, Dr. Floyd Eastwood, a Professor of Physical Education at Purdue University, who had been prominent in the Baltimore discussions, met with the president of McGregor-Goldsmith Sporting Goods Company and with a representative of the Brunswick-Balke-Collender Company. Together they promoted the idea of a separate industrial recreation organization.

Subsequently, Eastwood invited the members of the Baltimore Committee and other national industrial leaders to a meeting at Purdue University in March, 1940.

At that meeting, a preliminary constitution was accepted and the following officers were elected: Dr. Floyd Eastwood, Purdue University, President; Victor Vernon, Director of Personnel, American Airlines, Vice-President; John Ernst, Director of Employee Relations, Consumer Power Co., Vice-President; and Ralph M. Voorhees, Director of Industrial Relations Brunswick-Balke-Collender, Treasurer.

The name chosen was the Recreation Association for American Industry, and the temporary head-quarters were established at Purdue. Subsequently, Brunswick-Balke-Collender Company granted \$2,500 for a national survey of industrial recreation. This was undertaken by a graduate student at Purdue University, L. J. Diehl, and published in 1941 as Industrial Recreation: Its Development and Present Status.

Also through the mediation of Brunswick-Balke-Collender, the Athletic Institute of Chicago, an or-

For forty years, NIRA member organizations have been offering their employees a host of recreational activities. Among those shown on the previous two pages are (clockwise, right to left): the martial arts, kids' boxing, basketball, women's softball, women's and men's bowling leagues, and hockey.

ganization of sporting goods manufacturers, agreed to subsidize the RAAI by supplying funds for an office, a full-time secretary, and traveling expenses. The first office of the Association was at Purdue University, but in 1941 it was moved to Chicago, where it has remained since.

Research for industrial recreation, sponsored by Dr. Eastwood, was

centered at Purdue for the next several years. From 1942 to 1945, the Athletic Institute provided funds for the Association. For reasons not known at this time, the name of the organization was changed to the Industrial Recreation Association.

Originally, the IRA was largely an eastern and midwestern association. The far west became involved in 1949 and the western region became

Family picnics have always been a popular employee activity with NIRA member companies. A clue to the time period of this old photo can be found in the price tag on the gentleman's hat.

a part of the IRA which led to the change of its name to the National Industrial Recreation Association.

As may be evident, NIRA began as a management's assistance and guidance organization. Its membership consisted largely of personnel administrators and staffs of industry, educational institutions, and the personnel offices of government agencies. Over the years, it has greatly expanded its interests, membership, and services.

As NIRA expanded, it became too unwieldy to conduct all activities from the national office in Chicago, so regional divisions were created, of which there are now ten. Seven of these are in the United States, one is in Canada, one is in Latin America and the tenth includes the rest of the world. Each of the 10 regions is represented on the NIRA Board of Directors.

In addition to NIRA's Annual Conference and Exhibit, there are regional conferences, clinics, and workshops. As the national organization has become more complex in its membership and services, the regional activities have become an essential element. (See NIRA's regional map on following page.)

#### **Associate Members**

Among the most unusual features of NIRA is its inclusion of Associate Members, a practice which dates from its initial organization. Associate members are companies which have a commercial interest in affiliating with the National Indus-

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A colorful assembly of a Lockheed employee band includes drums, bugles and bagpipes.

### (Continued from previous page)

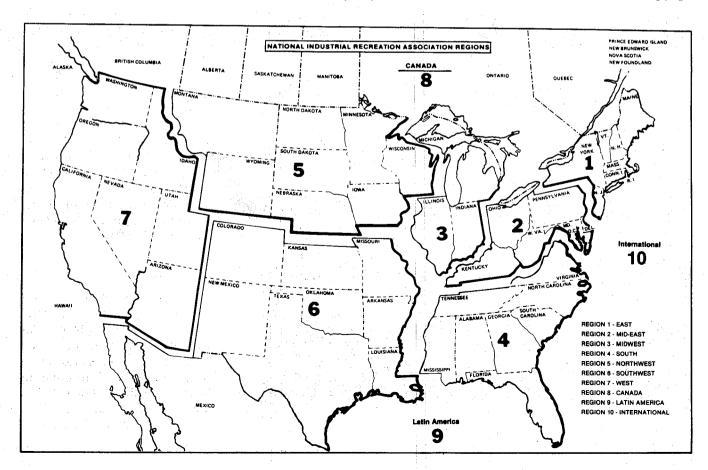
trial Recreation Association. Initially, these were largely sporting goods manufacturers; but today they include amusement parks and commercial attractions, hotels and motels, airlines, steamship lines, bus lines, travel consultants and travel agencies. The associate members still include a large number of manufacturers of sporting goods equipment, but there are also large numbers of manufacturers and distributors of a wide range of products which

have no connection to sports at all. Other associate members are motion picture producers and distributors, the tourist offices and travel bureaus of many foreign nations and of the various states of this nation, government departments of industrial development, city convention bureaus, restaurant chains, car rental companies, and publishers.

The associate members provide considerable funding for NIRA, without which many important services

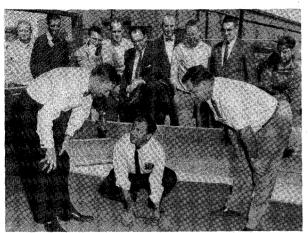
would not be affordable. In return they receive publicity, the opportunity to advertise and display their wares at the annual conference and exhibit and regional conferences. Many associate members provide goods or services to NIRA members at substantial discounts. They are also important at regional and local levels as associate members of Industrial Recreation Chapters.

(continued on following page)













In the late 1960's and early 1970's NIRA held its own pageant at the annual Conference and Exhibit to choose a "Miss Industrial Recreation." In our photo, top left, a beaming winner is crowned. Today, physical fitness has become a top priority in employee programs. In the photo top right, some fitness testing of an employee is being conducted at Xerox. Boccie ball (left, center) and garden clubs (right, center) were popular employee activities in NIRA's early years. And above, members of the PERA Club of Salt River Project, Arizona, prepare for an employee/family bike outing.

### **Developing Services**

Over the years NIRA has continued to expand its services to its members. This has been possible through the dedication and ability of its presidents, the efficiency of its executive directors and the loyal support of associate members. Much credit also belongs to its other officers and to those who have served so well on the Board of Directors. Credit should also be given to those who have created and directed the growing number of regional and the local chapters.

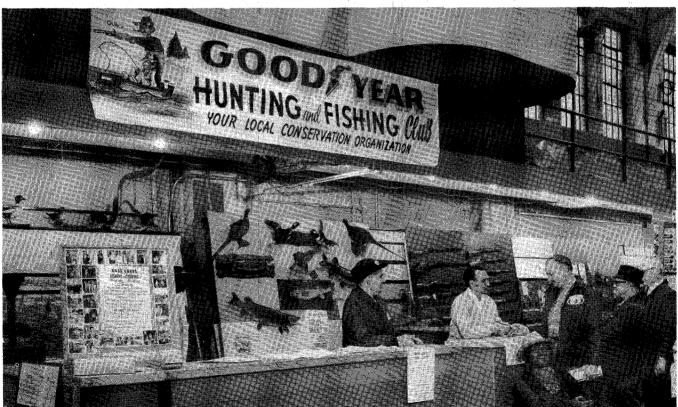
In its early years, NIRA services included two bimonthly newsletters and a handful of "how-to" brochures to help directors run their programs.

Today, however, its services include national and regional conferences and exhibits, an awards program, merchandise discounts, national and regional contests and tournaments, consultation and employment services, an internship program and program manuals. NIRA also has the only certification program known for Certified Industrial Recreation Administrators and since January of 1958 has published *Recreation Management* Magazine, a journal of employee recreation, health and education.

The growth and changes in NIRA continue. Membership applications for all categories continue to come into the headquarters office daily

and more and more top managements are recognizing the need for employee services and recreation activities in their companies and thus the value of belonging to an organization like NIRA.

January 1, 1982 will mark another point in our evolution: The National Industrial Recreation Association will officially become NESRA—the National Employee Services and Recreation Association. And if the past is any indication of the future, you may be fairly certain that NIRA—or NESRA—will be an even stronger, more visible force in the field of employee services and recreation than it is even today on this, its 40th anniversary.



Sharing tips on their favorite hobbies at a special exhibit are members of the Goodyear Hunting and Fishing Club.

# Fitness/Health Bulletin



by Edward C. Hilbert, CIRA Battelle Memorial Institute NIRA Vice President Fitness and Health



# The A, B12, C's of Vitamins

"Throughout most of evolution, food was our only source of vitamins," reports Jane E. Brody in the *New York Times*. "Today, however, the 'one-a-day' multi-vitamin pill is a kind of nutritional insurance policy for millions of Americans, whether they need it or not."

Continuing controversy surrounds the notion of proper diet and nutrition. Yet there remains one irrefutable fact: vitamins are essential to good health.

The following case study conducted by doctors Tom Spies, Robert C. Cogswell and Carl Vilter appeared in the *Journal of the American Medical Association*. It illustrates the effects of a diet which had been inadequate and unbalanced for an indefinite period of time.

"The patient under study became nervous and felt 'like she wanted to scream.' She developed hallucinations and heard voices. She saw people, although she actually knew they were not there. She developed severe burning of the feet. Three separate injections of saline solution did not give relief, but thiamine hydrochloride (Vitamin B¹) relieved her within an hour. Her feet stopped burning, and she volunteered that

she no longer heard voices or saw crowds of people."

Though poor nutrition does not always result in such severe physiciological disturbances, physicians claim that the best route to good health lies in nutrition education and a wholesome diet. In particular, a lack of vitamins may lead to severe infection, mental illness, nervousness and a loss of weight and strength.

It has been commonly asserted that anyone who eats a well-bal-anced diet requires no additional vitamins. Such a daily diet includes at least four servings of grain and cereal products, four or more servings of a variety of fruits and vegetables, two servings of dairy products and two servings of meat, fish or poultry.

Nonetheless, few people adhere to this guide. The complexities of the day leave little time for proper eating habits and for some persons, such as those who are on a low-calorie diet, who eat erratically, or who are vegetarians or picky eaters, a diet containing adequate amounts of proper vitamins may not be consumed. Consequently, an estimated 70 million Americans ingest an alphabet soup's worth of vitamin supplements

each day. Improving one's diet, however, is the preferred route to obtaining these essential nutrients.

"Vitamins are organic substances that are required in the diet in tiny amounts," Brody reports. "Altogether less than one eighth of a teaspoon per day are required to assist in the body's processing of other major nutrients, protein, fats and carbohydrates." In addition, vitamins maintain body processes and normal development such as the formation of blood cells, hormones, nervous system chemicals and genetic material.

Much of the typical American food supply is so heavily processed that many natural vitamins and minerals are lost. Yet, nutritionists warn that fortifying overly processed food with micronutrients won't make it nutritious. They also caution people against skipping meals and simply relying on daily vitamin tablets.

Some people, however, depend heavily upon a daily vitamin supplement for maintaining good health. These include people on low-calorie diets, those with disorders of intestinal absorption, alcoholics, preg-

(continued on page 33)



# Giving The GIFTOFLIFE

### by Kimberly Thomas Editorial Assistant

Walk down any hospital wing and you can witness the heartbreaking effects of suffering upon all who endure pain.

In Room 324, Mrs. Parenti, 66, recently underwent open heart surgery. Down the hall, 20 year old Kerry Thompson survived a tragic automobile accident. And in room 636, young Bridget Keehan, 5, a hemophiliac, almost lost her life after falling down a flight of stairs and injuring her skull. Though their eyes reflect sorrow, their hearts express gratitude-because at a time when they needed it most, their community truly cared about them. In fact, their community cared so much that enough blood was donated to the local Red Cross so that each of them was able to undergo vital life-saving surgery. Their very existences depended upon the availability of human blood and they thank God that it was there.

Every day, a countless number of human lives are in need of blood. It is required for surgery, transfusions and the treatment of serious illnesses. Blood is a purely human resource though. It cannot be manufactured. Because of this fact, it becomes the responsibility of every healthy adult to supply this vital resource to his or her community.

Community responsibility is the foundation upon which the American Red Cross Blood Services is built nationwide. They, and other blood services organizations, feel that a community demonstrates the highest of ethical standards when it tries to improve its general welfare by donating blood. Unfortunately, the American Red Cross reports, only three per cent of all Americans take the time to donate blood—and in most cases, that number is far too small to meet the need.

Members of the corporate community should be aware of the opportunity to host blood drives. The entire program can be administered very simply and it brings with it the priceless reward of saving human lives. Not only does a blood drive program serve a philanthropic purpose, but it also betters the company's community relations.

As with any successful program, organization is essential. One individual, either the personnel director or a volunteer employee, should chair the entire event. Depending upon the size of the company, a committee may be formed which

would be responsible for all arrangements for setting up the blood drive program. Contacting a local blood services agency, like the American Red Cross is the first action to be taken.

"The American Red Cross will orchestrate almost everything," explained Lisa Hytoff, Blood Consultant for the American Red Cross in Chicago. "We will send a representative to meet with the company's blood drive chairperson to decide on the arrangements such as location and time of the event."

If ample space can be found within the company, the Red Cross will provide all facilities needed for the actual blood taking. Otherwise, the company can choose to donate at a bloodmobile site in the community. The company may use its own discretion to determine the number of blood drives it will take part in. Some sponsor annual drives while others, like State Farm Insurance Company in Ohio, supply donors two to three times a month.

The company takes the next step by recruiting donors. Though the American Red Cross supplies bro-

(continued on following page)

### **GIFT OF LIFE**

(continued from page 19)

chures and posters for publicizing the event, word should be spread to employees through company memos and newsletters as well. And, of course, any publicity within the community itself can only ensure a greater response.

Word of mouth advertising or person-to-person request is cited as the best recruitment technique by Chuck Black, Assistant Public Relations Director of the Chicago Chapter of the American Red Cross.

"Individuals normally find it difficult refusing to donate when they are approached by a fellow employee," he remarked.

After the number of donors is determined, the blood drive chairperson must make out a donor schedule. If the company hosts an inhouse drive, depending upon the number of volunteer donors, the blood drive may run from one day to one week. However, if the company chooses to donate at a bloodmobile site, a system must be setup regarding the transportation of donors.

The community conscious State Farm Insurance Company provides company cars for all potential donors to commute to the bloodmobile site within the community.

"After the donors are recruited, we contact the Red Cross and schedule appointments for interested donors," remarked Bill Dixon, State Farm's Blood Committee chairperson. "A company car is then provided to transport four to five prospective donors to the bloodmobile. Generally, we send different donor groups two to three times a month and, of course, employees are excused from work with pay to donate."

If the company has adequate space for the blood drive, the Red Cross will supply all necessary equipment and man-power to set up the blood drive on the premises. "After we are informed of the number of donors, we can send from 3 to 21 beds to the company on the day of the blood drive," says Chuck Black of the Red Cross. "At the same time, we will provide all necessary forms, refreshments, blood bags and other blood taking equipment, registered nurses and other volunteers."

More than 120 pints of blood were donated to area hospitals by the Johnson Wax Company on the Waxdale Blood Donor Day in January of this year. An additional drive was scheduled there for mid-February to enable more employees to give the gift of life.

The entire donating process usually takes less than half an hour. After arriving at the donor site, the individual's medical history is recorded, blood pressure is taken and a drop of blood is tested. If the donor is found to be in good health, a registered nurse assumes the responsibility of collecting the one pint of blood from the donor.

The entire procedure for giving blood is painless—so why do only 3% of Americans donate? Some, of course, are not healthy; but, most people simply say they "don't have the time." Yet, when one thinks that a half hour's time can save a life, it somehow seems worthwhile.

But for those individuals who require an extra push in order to donate, the blood drive chairperson can employ a number of incentives.

Donor certificates, gallon clubs, and annual recognition luncheons comprise the list of incentives State Farm Insurance Company offers its employees.

"Last year, we decided to begin doing something for the blood donors, so we awarded certificates of appreciation to our gallon donors (those who have given eight pints of blood)," boasts Bill Dixon. "Local papers were invited to cover the ceremony in which we presented the certificates. And finally, at the end of the year, all of those in the gallon clubs were invited to the Annual Recognition Luncheon. "It's our way of saying 'thank you' to those who have given of themselves."

State Farm's incentives and determination have certainly proven effective. Their 650 employees donate an average of 450 pints per year—almost 10% of all blood donated within their entire community.

Other incentives companies might try include awarding plaques to the department with the most donors; raffles with prizes for those who donate, jackets, buttons, bumper stickers and time off with pay to all who offer to give of their time and blood.

A recent study determined that 95% of all people who have reached age 72 will receive or have already received a blood product. What a comfort it would be to this whopping majority to be assured that blood will be there when it is so desperately needed. Donating blood will make donors feel great, knowing that they have lived up to their personal community responsibility.

For help in planning and organizing a blood drive in your company, contact your local American Red Cross.



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# **TOURNAMENT NEWS**

by Stephen W. Edgerton, CIRA Xerox Corporation NIRA Vice President, Tournaments and Services



# **Bowling Tournament Results Announced**

Results are in from NIRA's 10th Annual Mail-O-Graphic Bowling Tournament co-sponsored this year by Brunswick Recreation Centers. A total of 488 teams participated in this year's event which ran from January 5 through February 28. Special thanks are due to tournament coordinator Jack Rinaldo CIRL of Atwood Vacuum. A breakdown of national and regional winners appears below.

D		:	Scratch		T (-1
Region	Company	Team	Score	Handicap	Total
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		NATIONAL WINNERS	8		
Men's Div	ision				A 1
5	Honeywell	Mad Men	3157	266	3423
Women's	Division:				
1	Oneida Silversmiths	Oneida #27	2461	269	2830
Mixed Div	ision:				
7	Capital Wire and Cable	No Names	2385	545	2930
		DECIONAL MAININED			
		REGIONAL WINNERS	<b>5</b>		
Men's Div	ision:				
1	Bank of New York	Bank of New York	3054	155	3209
2	Wright-Patterson AFB	AFLC #3	2705	468	3173
3	Bethlehem Steel	Cowger Team	2989	162	3151
4	McLean	Men's #1	2513	536	3049
5	Honeywell	Mad Men	3157	266	3423
6	McDonnell-Douglas	High Five	309 <i>7</i>	142	3239
8	Elmendorf AFB	21st SPS	2741	455	3196
Women's	Division				
1	Oneida Silversmiths	Oneida #27	2461	269	2830
2	Maryland Cup	Maryland Cup #4	2241	432	2673
_ .3	Bethlehem Steel	Afternoon Delight	2456	340	2796
4	McLean :	Women's #1	2235	531	2766
5	Honeywell	Mint Juleps	2303	511	2814
6	Capital Wire and Cable	Wonder Women	2143	621	2764
7	The Boeing Co.	Try Hard	2256	472	2728

RM, May/June, 1981



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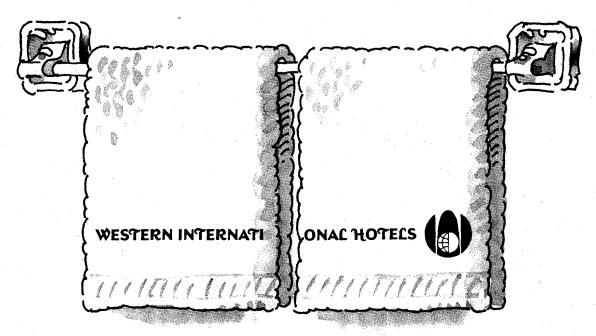


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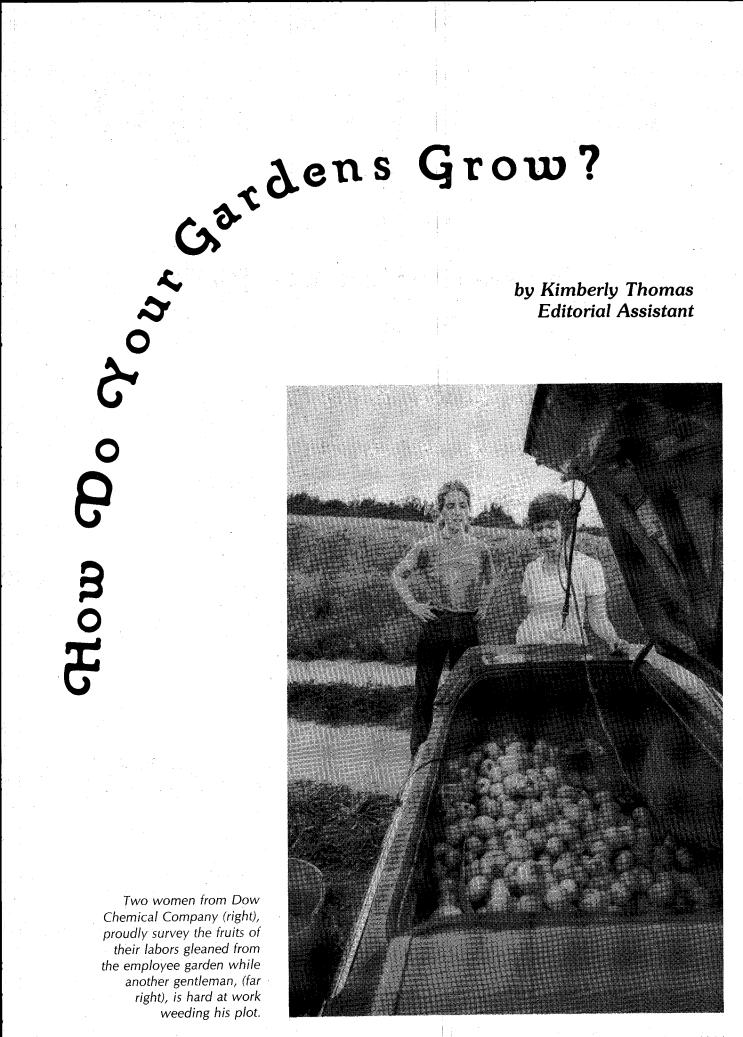
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by Kimberly Thomas **Editorial Assistant** 



Two women from Dow Chemical Company (right), proudly survey the fruits of their labors gleaned from the employee garden while another gentleman, (far right), is hard at work weeding his plot.

It was once said that a person's time might just as well be spent raising food as earning the money to buy it. Today, as inflation's merciless hand seizes the very bread from our mouths, some people, with the help of their companies, are digging into employee gardens to produce their own edibles.

Dow Chemical Company, Control Data Corporation and the Hughes Employee Association are but a few of the organizations which provide

land for employees for their personal gardening use. Because the gardens contribute substantially to family food supplies and provide a considerable means of defraying grocery costs, interest in employee gardens at these and other companies is continuing to skyrocket.

Generally, a company with surplus land available will provide the acreage, fertilizer and water for the gardens. In some cases, a fee to help cover preparation costs and water

lines may be charged participants. The gardeners, in turn, are expected to plant their own seeds, fully utilize their plots, weed frequently and respect the rights of their fellow gardeners.

Permanent plants such as fruit trees and grape vines are not normally permitted to be planted as the plots are plowed annually by the company. Some companies hold an-

(continued on next page)



# Employee Gardens (continued from previous page)

nual contests among the gardeners awarding prizes for the most attractive or most unusual garden, highest quality produce, the largest vegetable of each kind, and so on.

Sherm Olmsted is the former manager of Dow Industrial Recreation and Retiree Services in Michigan and manager of the company's employee garden. Olmsted sees another significant reason for the great gardening interest apart from saving money and garnering fresh vegetables: gardens provide an attractive form of family recreation.

The Dow garden program began with the victory gardens during World War II and continues to offer quality soil to Dow employees, retirees and community members. For a minimal fee of \$8.00 per season, gardeners may obtain one or more of the 350 available plots on the Dow site. These  $40 \times 40$  plots occupy 25 acres of the company's land and host the "corporate farmers" during their nonworking hours, usually on weekends or during lunch hours.

Safety lectures, a storage building, 2 rototillers and other garden equipment are some of the extras which the Hughes-Fullerton Employee Association in California provides its gardeners. Employees and retirees have participated in the 4-year old garden program with such enthusi-

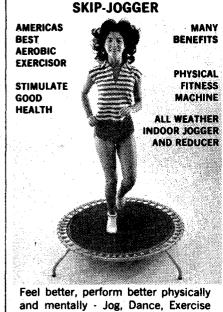
asm that the plot waiting list continues to grow.

"The garden has been such a success," says Phyllis Smith, Recreation Director, "that the plot waiting list continues to lengthen. So to accommodate more of these ambitious gardeners, we've made plans to add ten more plots to the 90-plot garden site by 1982."

The Hughes Garden Club coordinates the employee garden and oversees the ownership and maintenance of the free plots. Among the rules club officers have set are: the use of the area shall not create unsafe, hazardous or unsanitary conditions; water, provided by Hughes, shall be used economically; no large, permanent plants shall be planted; produce grown in the garden shall not be sold commercially; no members may garden more than one plot so long as a waiting list exists; and, plots shall be maintained clean and free of weeds.

In another part of the country, on 5.7 acres in Minnesota, members of the Control Data Corporation also enjoy the use of an employee garden. For them, gardening is serious business. The horticulturists within the company and other gardening experts provide the interested employees with agricultural information and helpful seminars.

The "Golden Hoe Award" ensures quality gardening among Control Data's employees. Prior to the harvest season, gardeners are judged on neatness and produce quality.



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# **IDEAS CLINIC**



by Melvin C. Byers, CIRA NIRA Consultant

We have a drama group that presents two shows a year and it is difficult to fill the theatre for two nights. In fact, our last performance opened to a half full house. We are considering eliminating this group activity as the expenditures outweigh the ticket sales. Have other associations had this problem, and what were their solutions?

Other industrial groups have experienced similar problems with theatrical groups. As a rule, performers, especially amateurs, are concerned primarily in being seen and heard. They have the mistaken notion that everyone wants to see them and that the business end of the project is not their concern. Much like the ball teams that continually ask to be supported, it is difficult to bring them back to the realities of program and business objectives. The attitude that their efforts are good advertising for the company is also voiced time after time. It takes a little persuasion and time by the director and staff to overcome this damaging assumption.

Before any such program is even anticipated, the facts and problems must be brought to attention and be understood. There are, however, some ways to assure ticket sales and increased spectator attendance. One of the country's largest commercial theatrical promotional companies working with various organizations, clubs, and community events has a criteria that works well for them. All of their shows and pageants consist of amateur performers obtained from clubs, organizations, or the community. They write or rewrite not only the script of the shows but are also concerned with the sales force, ushers, stagehands, costumers, pre-show entertainment, publicity, ticket takers, etc. Their theory, which proves to be profitable, is to involve as many people as possible in the entire undertaking.

For everyone involved in the show regardless of his or her job, there is an estimated sale of ten tickets generated from each. It is assumed that each person will attract five relatives and five friends who feel obligated to see him or her in whatever role they play. Passes are given only to the performers and workers. A concentrated effort was put forth to have each person sell his or her quota of ten tickets. One such performance I attended had 200 people involved in some phase of the production. The results were a sellout of the entire house. The promoter's take was two thirds of the profit, and they fared quite well for the little invested.

Considerable attention was given to in-company promotion, and some of the more popular employees were selected as leads. Both supervisors and workers were involved which automatically produced a cooperative effort to promote and encourage sales. Though it certainly didn't reflect Broadway quality, the audience was nonetheless entertained.

Many times featuring a run-to-death Broadway hit can be a deterrent to sales even among friends involved in the show. Your theatrical group has a great deal more to offer if they provide small shows or acts for various groups and activities and charge for their performances. A Christmas, Halloween, or Easter show for the children of employees usually attracts a large spectator attendance. Offering to supply entertainment and clown acts at picnics makes a hit while also raising funds for the theatrical group. Not all activities need be geared to spectacular annual shows, so participants should keep busy year round with armchair theatre offers, entertaining speakers, one-act skits, specialty acts, song and dance groups, masters of ceremonies, dance programs, party magicians and comics.

The theatrical groups within your association can be one of the most active and valuable clubs or organizations a director can count on. There are a great many activities they can partake in and also raise funds for their club. Opportunities do not always present themselves—we must seek them out: So get them interested in looking for such opportunities and your theater group will actively survive.

RM, May/June, 1981

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# NEWS IN BRIEF

# **Camp Guide Aids Selective Parents**

Too often, parents overlook the opportunity to select an adequate summer camp for their children. They simply do not know where to begin in their quest for choosing the right camp. In order to give parents a sound basis for choosing the camp which suits their particular needs, the American Camping Association has published the 1981 Parent's Guide to Accredited Camps.

In this annual publication are listings of each camp's programs, activities, facilities, clientele and specialties. Feature articles dealing with topics such as "Single Parent's, Children and Camping," "Today's Child" and "Camp Fosters Emotional Growth" also appear in the Guide.

Four regional editions of the *Guide* are published—Northeast, South, Midwest and West—listing accredited camps in each geographical area.

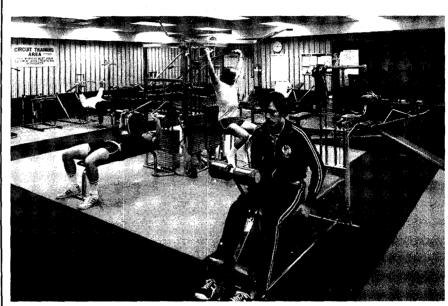
Inquiries about the *Guide* or orders for regional editions may be made by writing the American Camping Association, Bradford Woods, Martinsville, IN 46157, (317) 342-8456. For each order specify region requested and enclose \$3.95.

# **Book Examines Flexible Work Schedules**

An incisive examination of a business concept that is gaining considerable acceptance in this country, *Flexible Working Hours* by Simcha Ronen investigates this vital new approach by analyzing its major concern—the quality of work *vs.* the quality of life (McGraw-Hill, 353 pages, \$18.95).

Reporting on detailed field results and case studies conducted both in the U.S. and abroad, this authoritative work describes the potential impact of flexible working hours (flexitime) on the organization, the employer, the employee, and society in general. It explores in depth the numerous motivational considerations and provides sound legal

(continued on page 34)



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# Know us by the companies we keep



The National Industrial Recreation is known by the companies it keeps—year after year. Over 2,200 company members represent NIRA, which was established

in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIÑA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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### **ASSOCIATE PROFILE**

## "Health and Lifestyle" One of a Series from Spectrum Films

Today more companies are providing programs and activities which will aid employees and their families in keeping fit. This trend of both individual and organizational goals toward more healthful living has triggered the need for motivational and informational material in the area of health. Spectrum Films has entered this market with a prize-winning film, "Health and Lifestyle", which provides an overview of the major risk factors which affect one's future health and lifestyle choices which lead to a more healthy and happy life.



The film models individuals who have seen the positive affects that healthy choices have brought about in their lives. Although the film suggests basic changes, most people find that rather than giving something up, they are gaining something: greater energy and enthusiasm or a sense of simply feeling better day to day.

Businesses have found that a fitness program is effective only if people are willing to participate in it. "Health and Lifestyle" has been successfully used by companies to motivate employees to take advantage of the fitness activities that they already offer.

"Health and Lifestyle" was designed to stand alone, but, it also serves as an introduction to a series of films on lifestyle choices. Two follow-up films on nutrition and stress management respectively will be released in late June. Each of these films provides a well-organized discussion of the topic with positive models and concrete suggestions making them excellent training tools.

The films are available in 16mm and 3/4" u-matic video-cassette format. A 3-day preview for purchase consideration is available. The preview fee is applicable to the purchase price. For further information regarding preview, rental, or purchase call or write:

Gloria I. Turner Spectrum Films 2785 Roosevelt Street Carlsbad, CA 92008 714/729-3552

rm

### **ASSOCIATE PROFILE**

### Guardian Photofinishing: A Heritage of Quality and Progress

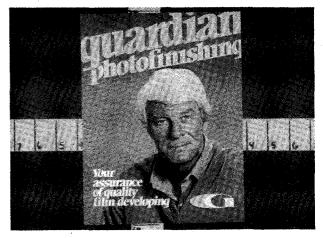
Guardian Photofinishing serves the amateur photographer as a leading processor of photographic film in most major areas throughout the United States.

Its history dates back to 1955, when Warren J. Co-ville headed ABC Photofinishing and Supplies in Detroit. In 1967, Guardian Photo was formed as ABC merged with Guardian Glass Company to become Guardian Industries Corporation.

In April 1978, Guardian Photo acquired substantially all of the photo processing assets of GAF Corporation. This acquisition extended Guardian Photo's market penetration into several new geographic areas. Guardian now boasts 13 nationwide photofinishing plants: Allentown, PA; Boston, MA; Chicago, IL; Ft. Wayne, IN; Kansas City, KS; Los Angeles, CA; Mason City, IA; Novi (Detroit), MI; Portland, OR; San Antonio,TX; Slippery Rock, PA; Spokane, WA; and Sunnyvale, CA.

The 63,000 sq. ft. Allentown facility processes more types of amateur film under its roof than any other lab in the country. And it was a Guardian quality control staff member who invented the Posi-Mark marking system now used world-wide by finishers and equipment manufacturers for making borderless prints.

Sales for Guardian Industries topped \$280 million in 1979, with Photo Division sales at \$68.5 million. Another record-breaking year is expected for 1980, with sales in the Photofinishing Division projected to be in the \$75–80 million range.



In slightly over a decade, Guardian Photofinishing has taken a strong competitive stand as a national photofinisher. A recent addition to its team is spokesman Peter Graves, star of "Mission: Impossible" and the recent hit movie "Airplane". His involvement in the promotion of Guardian's "assurance of quality film developing" is yet another step in Guardian Photofinishing's aggressive marketing posture.

## NAMES IN THE NEWS

### **PROMOTED**

Bobbie Hildenbrand, Personnel Services Manager at Nationwide Insurance Company, Columbus, Ohio, has been promoted to Assistant Regional Personnel Manager in Butler, Pennsylvania. Sue Potter will become Nationwide's new representative to NIRA.

### Employer of the Year (continued from page 9)

from the city and developed by Dofasco as a company recreation facility. The park included three softball diamonds, three baseball diamonds, a touch football field, three floodlighted tennis courts, four horseshoe pitching courts, a children's playground with service facilities and a 200-car parking lot. In 1975, while activity continued at the leased facility, Dofasco began the development of a company-owned

Jacqueline Erwin, former president of the Toledo Industrial Recreation and Employee Services Council, was recently named Assistant Director of Training for the Toledo Trust Company of Toledo, Ohio.

### **RETIRED**

**Sherm Olmsted,** Director of Retiree Services, Dow Chemical Company, Midland, Michigan retired at the end of February. Dow's new representative to NIRA is Sam Zutler.

Ray Walsh, CIRA Manager of Employee Activities, Kodak Office, Rochester, New York, retired at the end of January. Ray had been with

Kodak for 26 years. Replacing Ray is Anne lamon.

### **DECEASED**

Carl Klandrud, past president of NIRA (1955–56) of Allis-Chalmers Manufacturing Company, passed away February 10, 1981.



100-acre tract of land for its employees recreational use.

The first phase of development which is now complete includes softball diamonds, two baseball diamonds, one t-ball minor baseball diamond, a 400-meter six lane all-weather running track, and a soccer/football field. The facilities also include four tennis courts and a golf driving range with 12 stations, two softball diamonds and a miniature golf facility—all floodlighted. A service building houses locker rooms, showers, washrooms, refreshment

vending machines, and a fast food facility. Maintenance and security buildings are also constructed and present parking facilities can accommodate up to 500 cars.

Plans for possible future expansion include a rifle/revolver range, hockey, curling, swimming, two squash courts and physical fitness facilities, as well as several meeting rooms for hobbies and crafts. Dofasco contributes to the operating costs of nearly 50 employee recreation clubs and activities in which some 5,500 employees participate.

### Fitness/Health Bulletin

(continued from page 17)

nant women, elderly people on limited diets, and those taking certain drugs such as birth control pills.

Yet, Americans take doses of vitamins hundreds of thousands of times greater than necessary. Megadoses of popular micronutrients are harmful. The fat-soluble vitamins A, D, E and K are present in fat containing foods. Because they are stored in body fat, they do not necessarily have to be consumed daily. In fact, these vitamins are toxic in doses not much greater than those recom-

mended for good health. In particular, excess consumption of vitamin A can destroy bone tissue and interfere with growth, cause headaches or nausea and damage red blood cells while large doses of Vitamin D may result in kidney damage or lethargy.

Water-soluble vitamins, eight of the "B" vitamins and vitamin C present the opposite problem. The body can not store most of the intake as the vitamins are eliminated through urine and perspiration. Therefore, they should be consumed daily, in the recommended amounts. Too much vitamin C, for example, may lead to the formation of bladder and kidney stones and a loss of calcium from bones.

People today are consuming fewer of the life essential vitamins through their diets, but the multivitamin pill alone cannot provide adequate nutrition. In fact, worldwide, malnutrition is far more rampant than hunger.

Says Michael V. Vaccaro, physician of the Albert Einstein Medical Center and the Hahnemann Medical College of Philadelphia: "Sound nutrition represents the highest priority of a society and the way it responds to the nutritional needs of its people will in turn influence the emotional, social and criminal behaviors of a society."

### **News In Brief**

(continued from page 29)

and contractual guidelines for effective implementation of the concept.

As the author points out, flexitime permits a company to grant its employees a level of control over their work hours, often resulting in an enhanced performance both on and off the job. Ronen explains how to assess in advance the probable impact of flexible schedules—in a variety of different forms—on the different sectors of an organization. Special emphasis is given to the effect on unions, working women, and first-line supervisors.

Subtitled An Innovation in the Quality of Work Life, the book offers comprehensive coverage of the techniques and procedures needed to adopt to a flexitime schedule, the costs and the benefits of the system, and its advantages and disadvantages.

Simcha Ronen, Ph.D., is an associate professor of management

and organizational behavior at New York University. An industrial and organizational psychologist, formerly on the faculties of Yale University and Tel Aviv University, he has written numerous articles for such professional magazines as the Journal of Applied Psychology, Human Relations, and the Columbia Journal of World Business.

### **Summer Joggers Keep Cool!**

"Beware of heat stroke," warns the American Medical Association to avid runners. As summer approaches, joggers are encouraged to pay close attention to heat acclimatization, training, diet and fluid intake.

Unless in poor physical condition, the individual jogging at a moderate pace for two or three miles probably will not run the risk of heat stroke. Those undertaking jogging after an inactive winter, however, are advised to begin running slowly and gradually.

To reduce the risk of heat stroke, the AMA encourages people to run in the early morning or after sundown on hot summer days. Also, reducing speed and distance on hot, humid days will prove helpful for the runner.



### **EDITOR'S NOTE:**

The last issue of Recreation Management failed to give credit to cover photographer Dennis J. Cyrier. Mr. Cyrier, who has provided cover art to RM in the past, is also responsible for the photograph on this month's cover.





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## NIRA CALENDAR

### Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CIRL (213) 354-4367 or Jim Mowery (213) 840-4077.

Chicago Association for Recreation and Employee Services (CARES)/ Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Jeane Lewis—(614) 261-5166.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DüBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CIRA (301) 977-0529.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Kathleen Carney (617) 895-3228.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California, Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

Seattle Metropolitan Industrial Recreation Council (SEAMET)/Seattle, Washington. Meets on the last Wednesday of the month. Contact Marsha Culley—(206) 655-2442.

**Tri-County Industrial Recreation Council**/Santa Clara, California Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council WARES Washington, C.D. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

### Regional and National Conferences

40th Annual NIRA Conference and Exhibit will be held May 6-10, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio.

**Region VI Conference and Exhibit** will be held October 15–18, 1981 at the Sheraton Denver Tech Center, Denver, Colorado.

**Region VII Conference and Exhibit** will be held September 17–20, 1981 at the Hilton Riviera Hotel, Palm Springs, California.

For further information about the conferences above contact the NIRA office—(312) 346-7575.

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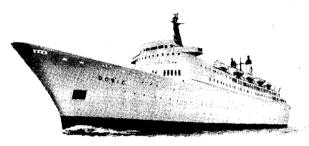
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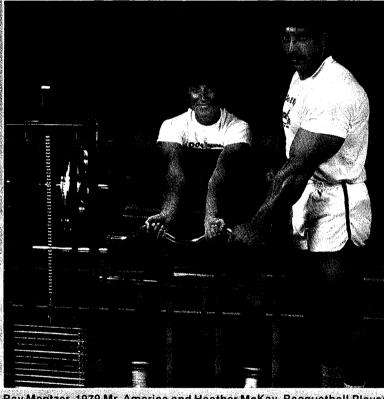
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## Justifying Employee Fitness: A Candid Look

## SERVICES & ACTIVITIES

### Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

## Services and Activities

Recreation Management—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *Recreation Management*, *Keynotes*, a monthly newsletter of program ideas, is published for members.

Consultation Service—NIRA Consultants and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests— Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or near-by.

**Membership Directory**—A complete listing of the NIRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NIRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors for organization members only.

Conferences & Workshops—NIRA's Annual International Conference and Exhibit, open to all NIRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NIRA certifies industrial recreation administrators and leaders after they successfully complete the Certified Industrial Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIR-REF cover all phases of employee recreational activities. The studies enable our members to evaluate their

### Types of Membership

programs and to keep informed of

trends

Organization—Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

**Associate**—Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Employee Services and Recreation Chapters—Open to local areas having organized associations comprised of business, industry or government.

Individual—Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University—Available to institutions interested in Employee Recreation. By virtue of membership, students enrolled in these institutions receive a reduced student membership fee.

Student—Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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PATRICK B. STINSON

RM, July, 1981

### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

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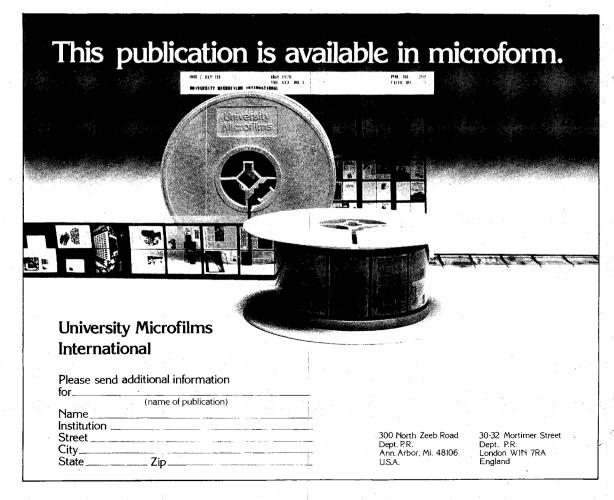
### In This Issue . . .



Theories, philosophies and research results offering rationale, evidence and justification to top management for employee fitness programs have filled numerous pages of Recreation Management in the past. This issue, however, offers RM readers a completely new perspective on this everpresent concern of employee services and recreation managers. In "Justifying Employee Fitness—A Candid Look", (page 9), Robert S. Wanzel, Ph.D., presents a fictitious but credible role playing discussion in which a representative of an employee fitness agency confronts the questions and concerns of a corporate executive who is considering the development of an employee fitness program.

In keeping with the fitness theme for this issue, Richard Brown, CIRA, NIRA's newest Vice President for Fitness and Health, asks the question: "Where does fitness fit in in your company?" (p. 6). And finally, on page 14, is a photo story highlighting "Operation Lifestyle," a training program for fitness leaders co-sponsored recently by NIRA and Storage Technology Corporation.

Other news that should be of interest to NIRA members this month are upcoming regional conferences and exhibits set for later this year (p. 16), and results of the 1981 rifle/pistol tournament and annual photo contest (p. 17).



July 1981 • Volume 24, No. 5



## RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

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# The NIRA President would like a word with you

### . . . about a stronger NIRA through membership unity



Kenneth C. Wattenberger, CIRA Lockheed Employee Recreation Club 1981–82 NIRA President

There's hardly a trade or profession in existence today that does not have at least one association or society to which its practitioners can belong to keep abreast of happenings and developments in their particular field of employ. Whether a pathologist, a plumber or personnel professional, there's inevitably at least one organized group of colleagues the careerminded can obtain membership in.

Some people join such organizations for the status they hope to attain, to add to their credentials or to beef up their resumes. But most, I'm convinced, join professional orga-

nizations because they have as much to offer the organization as they have to gain. I feel this is more true of NIRA members today than it has ever been in the past.

It wasn't until I was employed by the Lockheed Employees Recreation Club in 1968 (after 26 years of service in the public sector of recreation) and elected to the NIRA Board of Directors in 1972 that I realized how crucial NIRA was (and is) to the advancement of our profession. Like other organizations, NIRA offers a variety of services to its members to keep them on top of developments in the field: meetings, conferences, workshops and exhibits on national, regional and local levels; newsletters and periodicals such as Recreation Management Magazine; professional certification; contests, tournaments and awards; consultation and employment services; and a directory of fellow members.

NIRA is made up of a number of membership categories, each of which brings something unique to the whole. Students and universities keep us up to date, questioning our goals and directions, and pursuing the research we need to keep NIRA a viable force in the field. Chapters are the grassroots of the parent organization working on the local level to promote and upgrade employee services and recreation programs on a community level. Associate members are the all important suppliers, advertisers and exhibitors. Without the support of Associate members

NIRA would be unable to offer its other members the services it does.

And, finally, Organization members—the heart of NIRA, the reason NIRA exists—are those companies in the world of business and industry that put into practice NIRA's philosophies on employee fitness, health and morale because their chief executive officers know that a satisfied work force attained through successful employee services and recreation programs will result in a more productive bottom line for all.

These membership categories, all a part of the whole, make up the organization that is NIRA—each has something special to offer NIRA and all have something unique to gain from it. But it's the whole system working together that makes NIRA what it is today. For what could NIRA be without its Organization members-What purpose would it have for existing? And what kinds of programs, services and suggestions could it offer without Associate members? And what of our ever expanding membership rolls in the Chapter category? How could NIRA's philosophy of employee programs and activities continue to expand without the local channels of industrial recreation Chapters? Finally, how could NIRA continue to grow and prepare for its future without the research and input from universities and the dedication and commitment of its student members?

(continued on page 30)

## Fitness/Health Bulletin



Richard M. Brown, CIRA Texas Instruments, Inc.

NIRA Vice President Fitness and Health



## Where Does Fitness Fit in In Your Company Program?

"Physical fitness and health should be a part of every well-rounded employee recreation and services program."

This statement of philosophy first came out at the NIRA Board of Director's meeting in January, 1977, and resulted in a full-day fitness seminar being incorporated into the Annual meeting the following May in Fort Lauderdale, Florida. NIRA's interest and involvement was further demonstrated in the action taken in October, 1978, when the Board created a new NIRA officer position of Vice President for Fitness and Health and established a permanent committee to deal with these subjects.

I am very pleased and honored to have been elected to chair the committee for the next two years because I believe very strongly in this statement of philosophy. On the rest of this page I would like to share with you the elements of this philosophy and detail the committee's plans to implement it during the next twelve months.

Now, back to the question: Should we as recreation and employee services directors move to include fitness and health programs as part of our activity, or should we leave this to be done by others within the employee relations or medical department of the company? I believe that we should do it. We are in the best position to bring about maximum participation and impact on the individual and the company.

Fitness should not be viewed in a vacuum. It is only one facet of an employee's life. We are already in the business of promoting programs which help to keep employees happy and emotionally fit and help them develop social and mental skills to make their lives more interesting and rewarding. It is only natural that we should also be concerned that they possess the physical health and fitness level to be able to enjoy their leisure time to the fullest extent.

People are not inclined to do something just because it is good for them. This is the reason that white-coat medically oriented fitness programs aren't successful in attracting and retaining any significant percentage of the work force. Only highly motivated or life-threatened individuals will respond to this clinical atmosphere. It must be pleasant to be permanent. As George Sheehan says, "Play is the key. We all love

to play." A fitness program developed within the recreational environment will naturally lead to participation in active sports and other fun-type physical activities. These are the things that can easily become part of a person's permanent lifestyle.

Fitness and Health programs should be open to all levels of employees. Clearly, fitness programs cannot achieve their maximum potential impact on productivity goals if they are only aimed at a fraction of the work force. "Executive" programs only serve to build higher that "wall" between management and employees that stifles communications and leads to labor problems. Our programs have always been open to all employees, from the executive suite to the mailroom. Fitness and Health programs should be managed in the same way. Also, if at all possible, the programs and facilities should be opened to the employee's immediate family as well. If we are truly concerned about their personal lives. this is a natural way to demonstrate that feeling.

(continued on page 29).



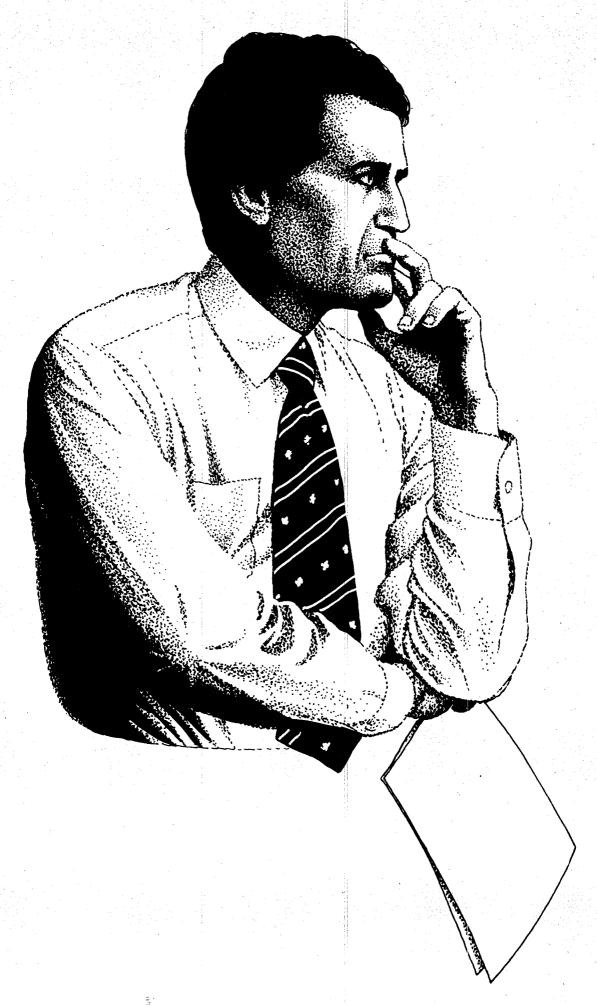
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## Justifying Employee Fitness —A Candid Look—

Professor Wanzel, Director of Laurentian University's Sports Administration program, Sudbury, Ontario, Canada, has studied employee fitness programs at industrial worksites across North America. His research has focused on program drop-outs, the effect of recreation on productivity and program participation. Often called upon to present a rationale for employee fitness programming, Professor Wanzel has developed a unique roleplaying discussion situation in which a representative of an employee fitness agency confronts the guestions and concerns commonly raised by corporate executives. This article was originally published as "Employee Fitness: The How To . . ." by the Ontario Ministry of Culture and Recreation. The publication was based on proceedings of the Ontario Employee Fitness Workshop, Seneca College, King City, Ontario, March,

The success of employee fitness as a concept in business and industry is partially dependent on its viability in corporate terms. The term "bottom line" applies as much to employee fitness as it does to any other aspect in business and industry.

Should companies become involved in starting employee fitness programs? There is no set answer to this intriguing question. Every company's response will be based on its own particular ethos, and on its perceptions of such a program's effects on certain facets of corporate life.

In the interest of realism, the pros and cons of employee fitness programming are presented below in the form of an ongoing dialogue between an interested corporate executive (Garneau) and a representative from an employee fitness service agency (Pawlenko).

#### **Health Care Costs**

Garneau—I've done some preliminary research into employee fitness and expenditures, and a 3,000 square foot facility could cost us from \$120,000 to \$180,000, plus equipment, plus maintenance, and the cost of a fitness director. Given these figures, do you really think an employee fitness program can stand up under a cost benefit analysis?

Pawlenko—Before I answer that question, I'd like to give you some figures on the high cost of employee unfitness. Did you know that more money is spent per capita on health care in Canada than in any other nation in the world? Two billion dollars of our health care budget is spent on the treatment of coronary heart disease. A U.S. survey has shown that heart attacks among middle management people alone, sets industry back \$700 million every year. As you know, employers pay a huge amount for health care: Xerox, for example, pays \$58 million yearly and General Motors \$825 million. On the other side of the coin, we know that regular physical activity has a positive effect on the heart, the blood vessels, the blood, the lungs and body dimensions, all of which add up to an increased physical work capacity. We also know that regular physical activity has certain beneficial, physiological effects, such as a reduction of tension and stress.

Garneau—Well, sure I know that limited physical activity is one factor in cardiovascular disease, and that desk-bound executives are one of the highest risk

(continued on following page)

### Justifying Employee Fitness

(continued from previous page)

groups for suffering a heart attack. Why do you think I jog daily?

Pawlenko—I think the important point to consider is not so much what an employee fitness program will cost, but whether it will save money, and, if so, whether these savings will outweigh the costs. In other words, can we look at employee physical activity as a preventive measure, and therefore as a cost-saving device. Exxon, which has an employee fitness program, has found that executives who participated in its program had fewer heart attacks than non-participants and the Xerox Corporation has estimated that it costs approximately \$600,000 to replace an executive, when you consider life insurance, fringe benefit claims, the loss of knowledge, and the time, energy and cost of recruiting a replacement.

Garneau—So, what you're actually saying is that healthy bodies protect the corporate investment in our employees' brains.

Pawlenko—Right. Life of Georgia, a U.S. insurance company, has also come to this conclusion. Management feels that, as a result of its employee fitness program, they have added years to the lives of their executives.

Quasar, Systems Ltd., (Canada), in its investigations into the relationship between physical fitness and the cost of health care, found that people with higher levels of fitness tend to have lower medical claims. Findings also showed that if all Ontario adults aged 20 to 69 years were at least at an average physical fitness level, insurance claims could be reduced by \$31 million. A saving everyone, including industry, would benefit from! They also found that people with higher levels of physical fitness tend to have reduced incidence of coronary heart disease.

Garneau—Quite impressive.

Pawlenko—I think these facts indicate that companies should at least investigate totally an employee fitness program. It could well be costing a company money if it doesn't.

### Absenteeism, Staff Turnover, Morale

Garneau—If we were to institute an employee fitness program, can you really say that the prospect of exercising at work will be enough stimulation to, say, reduce absenteeism?

Pawlenko—Fortunately, we do have some positive measurable evidence on this point. For example, in a study Peoples Credit Jewellers did on the employees involved in its fitness program, they found that non-paid absenteeism had dropped 23% since the program began.

In Sweden, to cite a further example, the Goodyear Plant found that its absenteeism decreased 27% for the same reason. Another recent study of two Toronto companies showed that uncertified absenteeism (less than three days) declined in the company that instituted an employee fitness program. This company expects the decline in absenteeism will save them \$15,000 to \$23,000 per year, providing the trend continues. Canada Life found that absenteeism decreased by 42% among employees who were keen fitness program participants, and by 20% for the rest of Canada Life's employees.

And that's not all. A scientific study done in the U.S.S.R. has revealed that regular exercise can reduce absenteeism from three to five days a year per person.

Garneau—O.K. Certainly sounds very encouraging. But let's look now at productivity.

Pawlenko—Both subjective and objective evidence tends to show that productivity is not unduly affected by an employee fitness program. In fact, productivity seems to increase!

Garneau—H'm. Well, bring on your statistics, and convince me.

Pawlenko—With pleasure! An interesting subjective evaluation done by the National Aeronautical and Space Administration in the United States found that there was no reduction in productivity among a number of corporate executives who took time off to exercise.

Garneau—Frankly, I'd hardly consider a sample study of corporate executives, most of whom are highly motivated and career oriented anyway to be indicative of the expected results of such a program.

Pawlenko—More concrete results have been documented by the Canadian Federal Government. In a survey of data processors, Health and Welfare Canada found that one month after the introduction of its Exercise Break Program, productivity increased in the range of 4%. In the same vein, the Xerox Corporation believes that in the 11 years it has had its own facilities and activity programs, productivity within the company has definitely increased. There is yet another benefit accruing from an employee fitness program that's worth looking at, and that's the effects of such a program on employee morale.

Garneau—Yes, I've heard that a fitness program does wonders for morale. Certainly would be great if it did, but I find it hard to see the connection.

Pawlenko—When a company institutes a fitness program, it is actually telling its employees that they are important to the company—their well-being is of

concern to the company. In return, being a participant in such a program influences how employees think and feel about themselves and their job situation. This seems to lead to a decline in alienation between employees and the company, and can have a positive effect on how employees perform for the company. In a study done a few years ago, it was found that 69% of the Canadian sample felt that company facilities and exercise programs would improve morale. An astute employer should certainly be able to maximize this improvement in employee morale, especially when it so often leads to increased communication within a company.

Garneau—How does such a program rank as a fringe benefit enticement? By this I mean, how valuable is such a program as an enticement for executive retention and recruitment? At present, we provide our top people with memberships in some of the best clubs in the city as an added fringe benefit.

Pawlenko—We know that 30% of top U.S. management people change jobs every year. Moreover, surveys show that 35% of middle management want a career change. It's quite possible, don't you think, that these percentages are a sign of work pressures that activity might alleviate? Canada Life, for example, has found that the turnover rate for fitness program participants is only 1.5% as opposed to the 15% turnover rate for the rest of the Company's employees. In fact, many companies have indicated that their activity facilities tend to reduce employee turnover, as well as serve as a recruitment tool.

"... I think we've reached a point where quality of life looms very large in the priorities of many employees, and can outweigh the raw attraction of a salary increase ..."

The Emhart Company ran an ad in some leading business magazines, including the *Wall Street Journal* and *Forbes Magazine*. This ad related how 30% of Emhart's executives and staff kept in top shape through Emhart's unique before-and-after work fitness program. Emhart stated that it believed physical fitness breeds fiscal fitness. Within weeks, Emhart received 66 responses, 16 from people wanting to join the firm. Needless to say, the Emhart management was very pleased with the results. They fully believe (and with good reason) that recruitment and retention can be enhanced by an exercise program for company employees.

Garneau—That's all very well, but I think we've both overlooked one rather important element—salary increases. Surely, if given the choice between a salary increase or seeing that money sunk into a fitness program, employees are going to opt for the former?

Pawlenko—Not necessarily. I think we've reached a point where quality of life looms very large in the priorities of many employees, and can outweigh the raw attraction of a salary increase. Agfa's personnel manager believes that its exercise program, as well as competition in the Tyler Cup, has actually attracted a national sales manager and three production managers to the company. What is even more interesting is that a subjective evaluation by Agfa executives indicates that the company's top producers and idea people are in the fitness program.

Garneau—I guess we can assume that Agfa management considers that putting money into exercise facilities is better than putting money into salaries, at least as far as employee recruitment is concerned.

Pawlenko—Precisely—and I think you should add employee retention to recruitment to have a true picture of Agfa's views on the subject.

### **Onsite and Shared Facilities**

Garneau—If we go ahead with a fitness program, my own feeling is that we should come to an arrangement with an outside fitness facility. It'll certainly cost us less—no maintenance, no full-time director's salary and no equipment costs. Also, if we go outside for a program, the participation rate for our people can drop—and you and I both know, dropout rates from these programs are incredibly high—and the company will not have to sustain the ongoing expense of a failed program, nor the renovation expense of turning our physical fitness ghost-town back into a productive working area.

Pawlenko—To begin, let me say that I believe outside facilities are a last resort. Yes, I agree dropout rates are high, and therefore costly to the company. But, let's consider one reason recent fitness program adherence study found that facility inaccessability, i.e., when the exercise facility is not located in the building where the employee works, is one of the major factors contributing to program dropouts.

Obviously, this is because employees must spend time travelling to and from the facility, something many will be unwilling to do, especially in inclement weather. An easily accessible corporate fitness facility is an almost perfect solution. Incidentally, an on-site fitness facility also meets the needs of those employees who pass up participating in the exercise

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program owing to a perceived lack of time due to business reasons.

- Garneau—Fine. All these reasons are valid. But what about the cost of establishing and running the facility?
- Pawlenko—Many successful programs have shown that elaborate facilities are not necessary. It's enough to just start with a shower and change area. If you have unused space in the building, that you could convert with minimum renovation, all the better.
- Garneau—Well and good—but the program will need a director, which means another salary.
- Pawlenko—You're right in as much as leadership of the program is of vital importance. But rather than have to pay a professional, you might find leadership will be on a volunteer basis from an employee within the company.
- Garneau—Maybe so, but again this involves a cost to us for training our own fitness leader.
- Pawlenko—No! No! Your volunteer could well have an appropriate background to provide some leadership. In any case, it's not unusual to find that a number of employees will decide to go to an outside fitness center or workshop just to get some instruction on how to start their own program.
- Garneau—So we offer our own program of calisthenics. So far, so good. But I'm sure that after a very short time we'll be getting a petition to turn the mailroom into a swimming pool, not to mention saunas, whirlpools, and so on.

"... Many successful programs have shown that elaborate facilities are not necessary. It's enough to just start with a shower and change area ..."

Pawlenko—If you should find your employees are that ambitious, what about exploring shared facilities with other companies in your building?

There are examples of successful shared facilities. And certainly they do have the added benefit of bringing your employees together with employees of other companies, which can often lead to the forming of valuable acquaintanceships—an exchange which may tend to bring a new slant to some of your company's problems.

Just one note of caution: I think if a private fitness corporation runs the program, the spirit of elan and that sense of belonging within the company are not the same as if the company offers the program. I think the experience of Life of Georgia Insurance Company best sums it up. An executive of Life of Georgia maintains there is just no substitute for the convenience of their own facilities. Incidentally, they also found that their building's exercise facilities not only attracted new tenants, but also kept existing tenants, even when rents and location were better somewhere else.

- Garneau—I gather the message is that we really should make a thorough investigation of on-site facilities before we go any further.
- Pawlenko—Well, I think you'll be agreeably surprised at what you discover.

### **Philosophical Contentions**

- Garneau—Suppose we institute a fitness program here at head office. Given staff size and the far-flung nature of our regional operations, it is hardly viable to offer similar programs at our branches.
- Pawlenko—Many companies with numerous office locations have not experienced difficulties with their employees by putting exercise facilities in only some locations. It simply is not true that all employees will demand facilities. The Xerox Corporation, Life of Georgia and American Can are just three examples of companies whose facilities are situated only in certain office locations, and there have been no problems with their other employees.
- Garneau—All right, say we go ahead with a program, do we open it just to management personnel, starting perhaps, at the supervisory level, or do we offer it to all our people?
- Pawlenko—There are two schools of thought on this issue. One maintains that there should be one activity center for executives and one for all other employees. The rationale is that employees would rather be by themselves, and feel intimidated by exercising with top corporate executives. The other school, naturally enough, favours a non-discriminating program.

Yet another trend, favoured by the Life of Georgia Insurance Company, makes entry into an exercise program a benefit just for those employees who are being promoted within the company.

- Garneau—Of more immediate practical concern, how do justify the implementation of a fitness program to our shareholders? It's quite likely they will feel their dollars are being wasted on a needless frill.
- Pawlenko—Far from it. Life of Georgia discussed the company fitness facility and programs with its stockholders. The stockholders' comments were most favourable, with the general reaction being that the

fitness program would not unduly affect the bottom line. As a matter of fact, the stockholders thought just the opposite might occur!

And at the Emhart Company, a stockholder went on record as saying: "It's comforting to be a stockholder of a company that believes in positive attitudes and physical fitness!"

#### Other Issues

Garneau—I must say I wonder if this interest in physical fitness is not just another here today, gone tomorrow passing fancy. I can see myself working out there with one or two other true fitness buffs, and that'll be it! Nice for us, but hardly worth the expenditure.

Pawlenko—I think you'll find yourself having more company when you exercise than you expect. The experience of a number of company fitness programs has been that as long as the employer provides a convenient opportunity for exercise, a good cross-section of staff, and not just the fitness buffs, will participate.

Garneau—I wish I could feel really sure about this. Frankly, the prospect of a lame-duck fitness program does not sit well with a company that prides itself on its dynamism. And if the news ever got around, as it surely would. . .

Pawlenko—I really believe your fears are groundless. But to ensure they never materialize, there are some sound strategies you should employ to make sure your program a success. Show that management really approves of the program. Have a fitness program advisory committee made up of both employees and management—you can serve on it yourself. Make your employees feel the company is truly interested in their participation in what is really their program.

Also, volunteer instructors, providing they have some training, and continue to improve their skills, are quite adequate. But, obviously, if you do go ahead and secure a professional, I think you'll find, as have other companies, that a qualified professional can be one of the key factors in ensuring your program's success.

Garneau—Are you trying to tell me people want to be motivated?

Pawlenko—Oh, yes! Some participants will respond to motivation from their instructor, others to a friend, still others to peer group motivation.

Garneua—I suppose if we go ahead, the first few months will tell all?

Pawlenko—Actually, research has shown that the first six months of a program are crucial. But you can weather this period successfully, if your approach is right. Encourage participants to keep their objectives realistic. This is where a good professional is invaluable as a leader, for the leader can encourage the members to aim for overall general conditioning rather than, say, a dramatic weight loss, which is really just a by-product of the former state. A good leader can help a participant set immediate short-term goals that can be reached within a couple of weeks. Nothing aids a program like the participant's pride in accomplished objectives!

"... When a company provides an exercise facility and fitness program, it's really providing alternatives for leisure time selection ..."

Garneau—I gather the Pawlenko formula is good leadership plus sound planning plus convenience equals astounding success!

Pawlenko—I couldn't have said it better myself!

### Lifestyle Considerations of Employee Fitness Programs

Pawlenko—When a company provides an exercise facility and program it's really providing alternatives for leisure time selection. You are giving your employees the chance to participate in a fitness program, a chance that would be denied them owing to the exorbitant cost of joining a private fitness facility.

Garneau—But such a program smacks of paternalism, and I don't think any company wants to think of itself in this light.

Pawlenko—Paternalism is perhaps not the best word to describe a company's involvement in exercise facilities and programming. I view such a program as an expression of the company's caring for an employee. Frankly, what's wrong with a company hoping that their employees will enjoy life to the fullest, as well as their involvement with the company through the work place? And, of course, the company in return gets to reap the dividends from healthier, happier employees. Seems like a fair exchange to me. Life of Georgia, for example, has found that its exercise program has tended to bring families together more, rather than separate them. The reason for this is that families tend to become involved in an exercise program because of the involvement of a spouse at work. It's almost as if a renewed enthusiasm for life from the working spouse involved in an exercise program enthuses the whole family.

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## **Operation Lifestyle**

### A Training Program for Fitness Leaders

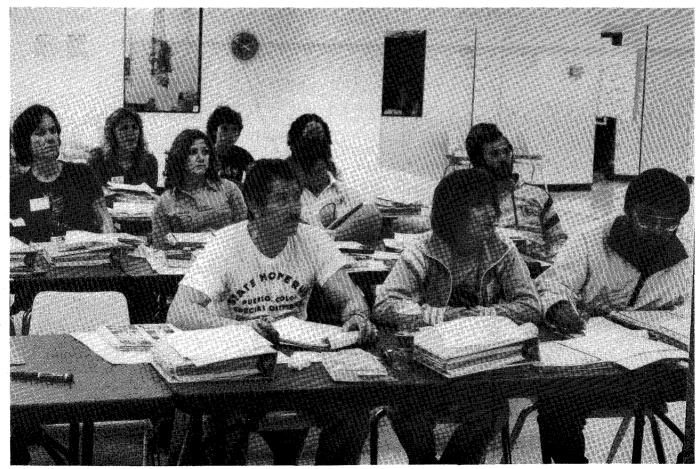
A three day certification clinic for fitness leaders called "Operation Lifestyle" was co-sponsored last March by the National Industrial Recreation Association and Storage Technology Corporation at that company's grounds in Louisville, Colorado. Mike Bass, fitness representative for Phillips Petroleum Company led the seminar which was designed to train and certify staff members of recreation departments for industries, universities, municipal programs, YMCA's, rehabilitation cen-

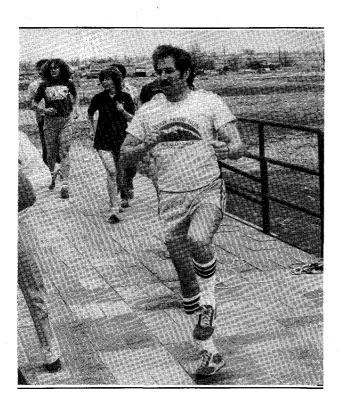
ters and private health clubs.

The 27 participants covered a range of topics including individual health and well being, stress management, nutrition, fitness testing and the importance of exercise. With the positive benefits of health and fitness on a person's lifestyle, morale, alertness, and work performance becoming increasingly well known, more and more companies are becoming interested in setting up such programs—thus the demand for

a clinic like Operation Lifestyle to certify instructors for these programs.

In addition to classroom lectures, participants had the opportunity to practice what they learned getting plenty of exercise over the course of the three day seminar. But their work wasn't finished at the close of the clinic—participants then headed home to draw up their own wellness plans and put them into effect in their own workplaces, all under the guidance of the Operation Lifestyle group.







Classroom instruction (opposite page), jogging (left), rope skipping (below left), and isometrics (below), were all on the agenda for participants in the "Operation Lifestyle" seminar cosponsored by NIRA and the Storage Technology Corporation. The three-day certification seminar served as a training program for fitness leaders in business and industry, commercial recreation, universities and private clubs.



RM, July, 1981

## Regions Announce '81 **Conferences & Exhibits**

Thus far four NIRA regions are planning conferences and exhibits prior to the end of the year. Listed below are dates, places and other pertinent details you'll find helpful. NIRA members, exhibitors, spouses, students and non-members alike are all invited and encouraged to attend any or all of the regional conferences and exhibits listed. Attendance is not restricted to those residing in the geographical area described. For additional information, contact the representatives listed.

**REGION I** (Maine, New Hampshire, Vermont, New York, Massachusetts, Connecticut, Rhode Island, New Jersey)

Date: October 1-4, 1981

Place: Boxboro-Sheraton, Boxboro, Massachusetts Theme: "Oktoberfest: A Festival of Learning"

Registration fees: delegates:

\$100

exhibitors: \$210 non-delegates: \$ 85

students: \$ 65 non-members: \$125

Lodging for days of conference:

single:

double:

\$ 65

Registration fee includes seven meals.

For further information contact Pete Hukki: (617) 237-6030, ext. 2581.

**REGION** II (Pennsylvania, Delaware, Maryland, Washington, D.C., West Virginia, Ohio, Kentucky)

Date: November 5-7, 1981

Place: Hyatt Regency, Columbus, Ohio

Theme: "Time Out For '	You''	
Registration fees:	before 10/15	after 10/15
delegates		
(3 days, all meals)	\$50	\$60
delegates (1 day, no meals)	\$15	\$25
•	ψ1 <i>9</i>	Ψ23
spouses (3 days, all meals) students	\$40	\$50

(3 days, all meals) students	\$40	\$45
(3 days, no meals)	\$20	\$25
students (1 day, no meals)	\$15	\$20

Lodging: single: \$45 per day

\$57 per day double:

Reservations must be received by 10/15/81.

Topics to be covered: Fitness on a tight budget: travel; beyond-the-call-of-duty programs; employee recognition; fun activities; publicity; communication and

For further information contact Mary Pierce: (614) 836-5002 or Ed Hilbert (614)424-5190.

REGION VI (Colorado, Kansas, Missouri, New Mexico, Oklahoma, Arkansas, Texas, Louisiana)

Date: October 15-18, 1981

Place: Sheraton-Denver Tech Center, Denver, Colorado

Registration fees:	before 9/10/81	after 9/10/81
delegate	\$ 65	\$ 75
non-member delegate	\$ 75	\$ 85
spouse	\$ 55	\$ 65
student	\$ 50	\$ 55
NIRA exhibitor	\$125	\$140
non-NIRA exhibitor	\$150	\$165
extra person	\$ 65	\$ 75

Registration fee includes most meals.

single: \$50 per day Lodging:

double: \$60 per day

(continued on page 22)

## **TOURNAMENT NEWS**

by Leroy Hollins Martin Marietta Aerospace NIRA Vice President, Tournaments and Services



## NATIONAL AWARD WINNERS 1981 NIRA-NRA POSTAL MATCHES

Results of the 1981 Annual NIRA-NRA .22 caliber and precision air gun pistol/rifle matches are now in. The contest, co-sponsored by NIRA and the National Rifle Association ran from November 1980 through April 1981. Special thanks go out to John Grubar and the National Rifle Association for their many years of continued efforts and cooperation in making this NIRA tournament among our most successful.

DIVISION	NAME	SCORE
.22 caliber rifle		
women:	Shirley M. Kulzer 3M Company	196
men:	K. G. Anderson Cummins Engine Co.	198
team:	Goodyear Tire and Rubber Co. #1 (ninth consecutive year)  John C. Morse  Daniel C. Comstock  Eleanor M. Comstock  William R. Porter	774
.22 caliber pistol		
women:	Geraldine F. Landers Motorola	177
men:	William W. Shoppe Ford Motor Co.	190
team:	Pratt & Whitney Aircraft Team #1  Al Gowdy  Dave Miller  Walter Schubert  Norman Girardin	729
		(continued on page 25)

RM, July, 1981

### 1981 NIRA Photo Contest

## **And The Winners Are**

The 1981 NIRA photo competition has been completed and judged. This year 270 individuals from 37 NIRA organizations submitted a total of 652 entries. Prizes were awarded to winners in each class and division which appear below. Special thanks to Associate member, Guardian Photo, which so generously provided the prizes for this year's winners.

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### **ROUND-UP**

Donald Wallin Washington National

Insurance

### **DIVISION WINNERS**

**SLIDES** 

**GREAT HORNED** 1st

OWL.

William Korksz Pratt & Whitney

**RED TOWER** 2nd

Ernie Strong Texas Instruments

THE BIG CHASE 3rd

> Fred Luhman Martin Marietta

4th WINTER SKYLINE

> Marshal Reed U.S. Air Force

**B & W PRINTS** 

**YESTERYEAR** 1st

Larry Root Martin Marietta

**GRAND TETONS** 2nd

> William Korksz Pratt & Whitney

**LEROY CATALINA** 3rd CAT

Larry Root Martin Marietta

**TEDDY-BEAR** 4th

CHOLLA

Mike Hennessy

Motorola

**COLOR PRINTS** 

ON A CLEAR DAY 1st

Don Lorenz

Martin Marietta

**PRAIRIE DOG** 2nd

Carol Winch

**3M** 

**SERENE** 3rd

Craig Peirano

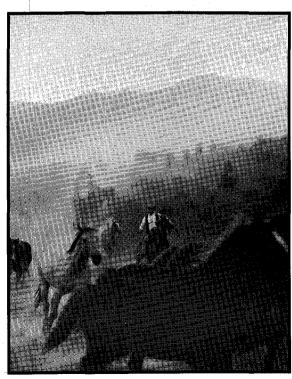
Ohio Bell

**DESTRY RIDES** 4th

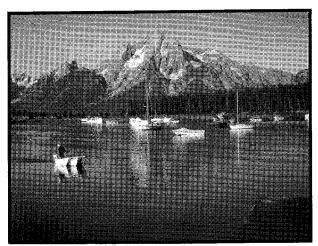
**AGAIN** 

Jim Huitt Delco Air

(more winners on page 20)



Best in Show by Donald Wallin



First Place Color Prints



First Place Black and White

These winning photos represent the best in their own divisions. The editor regrets any loss of print quality which may naturally result when color photographs and color slides are reproduced for black-and-white publication.



First Place Color Slides

### 1981 Photo Contest

(continued from page 18)

### **CLASS WINNERS**

**SLIDES** 

NATURE

**GREAT HORNED** 1st

**OWL** 

William Korksz

Pratt & Whitney

2nd PREENING WINGS

Darrell Greenlee

General Dynamics

**DEEP PURPLE** 3rd

Paul Kirkbride

Delco Air

**SCENIC** WINTER SKYLINE 1st

Marshel Reed

U.S. Air Force

**CAPITAL REEF** 2nd

> Art Spieael Naval Weapons

Center

**REFLECTION OF** 3rd

**GRANDEUR** 

Harry Olsson **Adolph Coors** 

THE BIG CHASE **HUMAN INTEREST** 1st

Fred Luhman

Martin Marietta

WHAT A BREEZE 2nd

Kathy Hall

Gillette

3rd **MOTHS DRAWN** 

TO THE FLAME Dave Hustings

First Bank Of St.

Paul

**RED TOWER OPEN** 1st

Ernie Strong

Texas Instruments

**COLOURS** 2nd

Louis Rackley

General Dynamics

3rd MT RAINIER ICE

CAVES

Stephanie Satter

Automation

Industries

**B & W PRINTS** 

**NATURE** 

**TEDDY-BEAR** 1st

**CHOLLA** 

Mike Hennessy

Motoroia

**QUEENS LACE** 2nd

REFLECTED

Frank Fish

Gillette

**APRIL FOREST** 3rd

1st

Gail Officer

Pratt & Whitney

**GRAND TETONS** 

William Korkosz

Pratt & Whitney

**DEAD HORSE** 2nd

MILL

Robert Dombro

Chemplex

3rd **DESERT SCENE** 

**Brad Bradshaw** 

Texas Instruments

**HUMAN INTEREST 1st** 

SCENIC

**LEROY CATALINA** 

CAT

Larry Root

Martin Marietta

2nd **WET RIDE** 

Elizabeth Babcock

Naval Weapons

Center

3rd JAMBIE

Diana Makowski

Harnischfeger

(continued on page 22)



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## **Seattle Joins Growing List of NIRA Chapters**

### by A. Ann Lovell, Leisure Behavior, Inc.

The splendor of the Pacific Northwest is highly visible from the Seattle metropolitan area. Recreation opportunities abound from climbing the high peaks of Mt. Rainier and Mt. Baker, to exploring the clear, deep waters of Puget Sound. In between these two extremes, the recreation spectrum for both indoor and outdoor activities is almost unmatched.

Recent regional growth has added many new industries to the area. These companies, along with the giants already established and the bountiful year round recreational opportunities, was a perfect combination to produce the impetus for forming the Seattle Metropolitan Industrial Council.

The stage was set at Region VII's

Conference in Long Beach, California, 1979. Several professional recreators from the Northwest made inquiries of Region VII officers as to their interest in helping other areas become established. Not only was their response favorable, but the Oakland industrial Council volunteered to send its Director, Jody Mer-

(continued on page 24)



Members of SeaMet's core committee are (left to right): Sergeant Dean Quall, Seattle Police Officers Guild; Marsha Culley, Recreational Specialist, the Boeing Company; Darrell S. Gosho, Recreation Coordinator, Pay 'n Save Corporation; Mickey Lofgren, Staff Activities Officer, Seattle-First National

Bank; A. Ann Lovell, Consultant, Leisure Behavior Inc.; Hermina S. Fischer, Marketing Representative, Walt 'Disney's Magic Kingdom Club; and Joe A. Smith, Recreational Manager, Puget Sound Naval Shipyard.

### **1981 Regional Conferences**

(continued from page 16)

Topics to be covered: Nutrition, health and fitness; liability risks; keeping committees as a functional part of an employee services and recreation program; the organizational structure and management of an employee services and recreation program.

For further information contact: Dan O'Reilly (303) 673-5151.

REGION VII (Washington, Oregon, Idaho, California, Nevada, Utah, Arizona)

Date: September 17-20, 1981

Place: Hilton Riviera, Palm Springs, California

Theme: "P.S. (Professionally Speaking)"

Registration fees:

delegates:

\$100

spouses:

\$100

students:

non-exhibiting

associate members

\$185

exhibitors:

\$390\*

\*(includes booth, registration and meals for two)

Lodging:

single: \$34 per day

double: \$39 per day

Reservations must be received no later than 9/1/81.

Topics to be covered: effective time management: safety and legal considerations; special event planning; program financing; recreation research; motivation; advertising and publicity; physical fitness; chapter clout and vendor relations; nutrition and health; new programs in human services.

For further information contact Harry Bougeno: (213) 972-5723.

1981 Photo Co			S	2nd	CALM
					John Krok Bethlehem Steel
OPEN	1st	YESTERYEAR Larry Root Martin Marietta		3rd	SUBLIMINAL SUBSEQUENCE Robert Aldridge
	2nd	STEELWORK SYMMETRY Brad Bradshaw			Washington National Insurance
	3rd	Texas Instrument  FOLLOW THE  LIGHT  Paul Kirkbride	HUMAN INTEREST	1st	DESTRY RIDES AGAIN Jim Huitt Delco Air
COLOR PRINTS		Delco Air		2nd	BALLONS Robert Thompson Adolph Coors
NATURE	1st	PRAIRIE DOG Carol Winch 3M		3rd	LEND ME YOUR EAR Brent Goddard
	2nd	CACTUS FINERY Mike Hennessy Motorola	OPEN	1st	General Mills SERENE Craig Peirano
	3rd	QUITIN TIME Jerry Bell Washington Gas Light		2nd	Ohio Bell VULCANS MIST Robert Wells U.S. Air Force
SCENIC	1st	ON A CLEAR DAY Don Lorenz Martin Marietta		3rd	BLUE SAILS Ernie Strong Texas Instruments

## **IDEAS CLINIC**



by Melvin C. Byers, CIRA NIRA Consultant

We are anticipating joining with two other companies and providing a physical fitness facility. The program will be directed and maintained by a community agency. Do you recommend this type of operation and why?

The intent of all employee activities programs and facilities is to bring together all segments of the workforce under one identity crediting and benefiting the company. To meet the basic objectives for having the activities, closer relationships between management and its people is the prime factor. Only when it becomes absolutely necessary to combine activities with other companies, commercial establishments or agencies should any consideration be given to such a division. Then, the fewer programs offered under such arrangements, the better. If each can maintain a close relationship between their company and fellow employees with knowledgeable direction of the objectives that each company wishes to attain, the proper results can be achieved.

Industrial recreation, employee relations, health and employee services are tied together as one and care must be exercised not to lose this valuable coordination. Many elements of employee services rely upon cooperative arrangements with outside establishments, but then only one company identification benefits through proper promotional and directional efforts. There have been some combinations where four or five companies have joined together and provided facilities for employees. It is my opinion based upon the participation, credibility, and objectives, that the companies have failed to meet the requirements of a sound industrial relationship. If the intent is to provide community activities, this is another entirely different set of goals which almost always takes on the role of municipal recreation. This, therefore, is a community public relations project and far less of an employee relations operation.

The professional industrial recreation or employee services administrator may well be the only management representative that can point up the differences before any action is taken. I would advise extreme caution in any major programming involving other companies. Should it be required, it is much better to have one company administer the program with representation on a board that is made up of other company directors. Professional industrial recreation and employee services directors are the few leaders who can undertake the inherent complexities existent in the arrangements. And the lack of them may entail less representation.

Few colleges are teaching the subject, and some that do see little difference between industrial recreation and employee services compared to other forms of recreation and services. Industrial relations or personnel administration textbooks give little or no space to the subject and, when mentioned, some authors reflect a negative appraisal of this personnel function. All of this indicates the lack of research on this valuable profession.

Two publications have appeared on the market covering industrial recreation. One, by Dr. Jackson M. Anderson, is now out of print. The other is a recently published text sponsored by NIRA and authored by Theodore B. Wilson, PhD and assisted by both academic and experienced personnel in the field. The book, entitled "An Introduction to Industrial Recreation and Employee Services," is available either through NIRA or the William C. Brown Company, Publishers, Dubuque, Iowa. Although the book, as the name implies, is an introduction to the profession, every company interested in a progressive industrial relations effort should obtain a copy.

In summary to your quest on, I would not advocate the facility or its direction be under outside jurisdiction and management. It belongs within the company—company owned and operated under its close supervision and guidance. Physical fitness must also include games and group activities. NIRA has been advocating practical physical fitness programs since 1941 as an essential part of the total benefits in employee services. There is no more reason to isolate this function of recreation and health than there is to separate all other activities and place them with various operations outside of the company. But if you must, make sure all goals and objectives are specifically enumerated.

RM, July, 1981

Incidentally, employee fitness programs have spawned a very interesting side benefit—the growth of retiree fitness programs. Many companies allow their retirees to return to the company to use the exercise facility. This way, retirees keep up their contacts with friends at the work place and keep in shape. It seems that this type of involvement allows for a better transition from work to retirement. . .

Garneau—And allows the company to keep a high profile with present staff, by showing that interest in their people lasts beyond their productive period for the company.

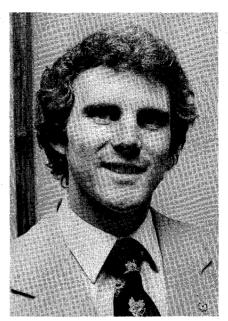
Pawlenko—Right. Everyone benefits.

Garneau—My last concern is a purely dollars and cents one. None of our competitors offers this type of program, so why should we add to our costs by doing so? After all, a fitness program is not going to bring us additional contracts or more business.

Pawlenko—Sure, you're concerned about your competition. But don't you want to be the best in your field?

Garneau—What do you mean "Be the best. . . ?" We are the best!

Pawlenko—Well then, why do you just want to maintain the status quo? Surely, it's in your interest to introduce



Robert S. Wanzel, Ph.D.

not only products and services, but also fringe benefits that demonstrate that your company is number 1?

Garneau—Touché!

Pawlenko—If I may be permitted a final last word or two . . . I'd say the only limit on what a company can do is the limit of its management's imagination.

### **SEAMET**

(continued from page 21)

riam, to the first organizational meeting.

The core committee has been exceptional in its ability to organize and follow through on responsibilities. However, special thanks goes to the Oakland IRC and to the officers of Region VII, who formed a support base to help us on our way.

After several sessions, the need was established, dates for meetings were set, plans materialized and when the smoke cleared, the core committee consisted of: Seattle-First National Bank; The Boeing Company; Puget Sound Naval Shipyard; Walt Disney's Magic Kingdom Club; Pay'n Save Corporation; Leisure Behavior, Inc.; and the Seattle Police Officers Guild. The SeaMet IRC will initially include surrounding cities—

North to Everett, South to Auburn, West to Bremerton and East to North Bend. The Puget Sound area is unique in that many companies, such as Boeing, are located in the core, but have operations in as many as six surrounding cities.

SeaMet IRC was introduced as an official operating body on October 2 & 3 at the Leisure TIME Seminar. The TIME Seminar was sponsored by Walt Disney's Magic Kingdom Club, Seattle-First National Bank and Leisure Behavior, Inc. Sixty companies sent representatives to attend two days of presentations on programming, benefits, ideas and trends in employee activities. On the second day of the seminar, Jody Merriam, Director Oakland's IRC; Jim Battersby, General Supervisor, Oakland Parks and Recreation; and Liz Woodard, Chairperson, Region VII Development Committee, conducted an extremely informative session titled,

"The Birthing of an Industrial Recreation Council, (a local and national perspective)".

The kick-off meeting for the Council was held in January, 1981. The keynote address was delivered by Dr. Eric Broome, Department of Leisure Services, University of British Columbia, Vancouver, B.C. Dr. Broome has recently returned from an extensive trip to England where he observed many industrial recreation programs. The evening was a great success with thirty companies in attendance.

Council development has included emphasis on the value of consolidated buying power/resources, regular educational programs at different companies, the encouragement through informal sessions on how to solve problems and increase programs, and the available resources of NIRA to SeaMet members.

## **NIRA NEWS**

### **Appointed**

**Stephen R. Wooley** was recently appointed Supervisor of General Dynamics Convair Recreation Association, San Diego, California. Steve has been affiliated with CRA as Business Manager since 1979.

### **Promoted**

Frank Chico, CIRA, Peoples Gas, Light and Coke Company, Chicago, Illinois, was recently promoted to Senior Personnel Representative. Frank is the president-elect for CARES (Chicago Area Recreation and Employee Services Council) and served this year as the hospitality committee chairman for the 1981 annual NIRA Conference and Exhibit.

### **TOURNAMENT NEWS**

(continued from page 17)

### Retired •

Miles Carter, Recreation Director, Mc Lean Trucking Co., Winston-Salem, North Carolina, retired on June 1. Mr. Carter, who joined Mc Lean in 1952 was instrumental in establishing that company's employee recreation activities program and is the recipient of numerous awards for his efforts.

His contributions to NIRA include serving as NIRA president (1974–75), serving on the Board of Directors for more than 10 years and serving as Vice President of Program Services. He also introduced many of NIRA's postal format tournaments and was instrumental in initiating plans for development of the NIRA textbook: "An Introduction to Employee Services and Activities." Nancy K. Wal-

ser, Mr. Carter's assistant since 1971 assumed his duties upon his retirement from Mc Lean.

### **Running For Fun**

A new NIRA booklet on conducting fun runs is now available free for the asking to all NIRA organization members. Las Vegas, Halloween and "Color my world with fitness" are the themes for a few of the fun runs highlighted. Whether you plan to hold your run as a single event or tie it in with a larger affair, you'll be sure to attract many participants with the ideas butlined in this brochure which stresses the fun of running over competition. To obtain your copy write NIRA headquarters, 20 N. Wacker, Suite 2020, Chicago, Illinois 60606 or phone (312) 346-7575.

Division	Name	Score
10 meter air rifle		
women:	Mary Giordon Cummins Engine	184
men:	Bruce G. Farman PSNS Recreation	191
team: 10 meter air pistol	3M Company  Shirley M. Kulzer  Henry L. Woltman  Robert I. Ward  Gene Kulzer	731
women:	Shirley M. Kulzer 3M Company	. 165
men:	C. J. Kropp General Dynamics Convair	. 193
team:	Pratt & Whitney Aircraft Team #1  Norman R. Girardin  Merwin A. Andew, Jr.  Stanley W. Smith Francis Stadmeyer	752

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## **EVIDENCE**

by Frank Havlicek, CIRA Vice President, Research & Education

Most of us have traditional methods of promoting our recreation events: flyers, bulletin boards, signs, public address system announcements, etc. Not much thought is given to what the employees believe is their best source of information.

The International Association of Business Communicators (IABC) and Towers, Perrin, Forster and Crosby, a communications consulting firm, recently surveyed 40 organizations with a total employee population of 45,662 to find out how well their communications efforts were meeting the employees needs and what they regarded as their best source of information.

Although the survey was not recreation oriented it does contain information that can be very useful to Recreation Managers in planning publicity and promotion for various recreation events. The left column indicates the employees "current" source of information. The column on the right indicates where they would prefer to get their information.

Most employees perceptions of the organization for which they work are gained largely through everyday relationships with their immediate supervisors. Employees overwhelmingly prefer personal contact over other forms of communication. Of the top five major "current" sources of organizational information selected, three—supervisors, the grapevine and small group meetings—involve face-to-face communication. Of the top five major "preferred" sources selected, four involve face-to-face contact: supervisors, small group meetings, top executives, and orientation programs. How often do we *plan* to use face-to-face communication purposefully? It's something to think about.

Current Rank	Major Current Source For:	Source	Preferred Rank	Major Preferred Source For:
1	55.1%	Immediate supervisor	1	90.3%
2	39.8%	Grapevine	15	10.7%
3	32.0%	Employee handbook/other booklets	4	48.4%
4	31.5%	Bulletin board(s)	9	41.4%
5	28.1%	Small group meetings	2	58.6%
6	27.9%	Regular general employee publication	6	44.7%
7	24.6%	Annual business report to employees	7	44.3%
8	20.2%	Regular local employee publication	8	44.2%
9	15.9%	Mass meetings	-11	28.9%
10	13.2%	Union*	13	21.8%
11	12.5%	Orientation programs	5	45.9%
12	11.7%	Top executives	3	50.0%
13	10.2%	Audiovisual programs	12	27.7%
14	9.7%	Mass media	14	11.4%
15	9.0%	Upward communications programs	10	33.8%

<sup>\*</sup>applies only to organizations with unionized employees

### professional services directory



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# **NEWS IN BRIEF**

#### Planning To Jog? Grab A Banana

"Athletes should eat things containing potassium, such as bananas, oranges and tomatoes, before they run to compensate for potassium loss," proclaims Dr. James Cerdo, Associate Chairman of the University of Florida College of Medicine's Gastroenterology Department, According to a recent article in the Chicago Sun-Times he, and graduate student Joel Case, conducted a series of experiments funded by the Florida Citrus Commission which revealed that long-distance runners lose large amounts of potassium in hot, muggy weather.

Case, a long-distance runner and health physics major, obtained permission to have himself and five others injected with small amounts of potassium—42, a radio-active element which can be traced in the body.

Case and four other runners underwent a series of tests after they were injected with the potassium and ran 10 miles in 92 degree weather. The researchers found a significant loss of potassium, particularly in the heart, liver, lungs and kidneys.

"Potassium loss," according to Dr. Cerda, "can cause profound muscle weakness and muscle fatigue." For long-distance runners and joggers, he maintains additional potassium intake is essential.

# Art of Canoeing Shown In "Path of the Paddle"

Described by one of his canoeing companions as a genial fanatic, Bill Mason has written the kind of book that could only have come from such a person. Drawing on over forty years' experience in which he has paddled North America's most challenging lakes and rivers, Mason has

created the ultimate book on the art of canoeing.

In unique fashion, he combines lively text with over 650 photographs

and diagrams to present every important aspect of the subject—

(continued on page 28)



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P.O. Box 127 Phone 319/3	0, Cedar Rapids, Iowa 52406 65-7561 RM 71



#### **NEWS IN BRIEF**

(continued from page 27)

equipment, basic and advanced techniques, whitewater canoeing, how to read water conditions, how to anticipate problems, safety measures, and much more. Throughout the book he frequently recounts fascinating experiences he has had while canoeing in such diverse and exciting places as Lake Superior and the Nahanni, Dumoine, English and Petawawa rivers.

Path of the Paddle is written with simplicity and enthusiasm, capturing both the excitement and quiet joy that are offered by the wilderness canoe trip. Dedicated and would-be canoeists alike will find the book indispensable and enjoyable for years to come.

Bill Mason is one of Canada's leading canoeists and conservationists, an artist, and an award-winning film-maker for the National Film Board of Canada.

#### **Sport Specialists Needed**

The United States Sports Academy recently negotiated in Saudi Arabia what is considered to be one of the largest sport management and education contracts ever negotiated in the history of the profession. This contract will require the Academy to put into the field nearly 1,000 coaching specialists in all areas of the profession including:

administrators, business managers, sport medicine researchers, sport trainers, strength Trainers, and coaches in the following areas:

oaches in the following areas:
athletics
basketball
boxing
gymnastics
tennis
table tennis
badminton
team handball
women's physical education
bowling
karate

(continued on page 29)

#### FITNESS/HEALTH BULLETIN

(continued from page 6)

Goals and objectives for a Fitness and Health program should be based primarily on participation and individual improvement. I believe that the company will benefit from decreased absenteeism, lower insurance rates and increased productivity. However, the primary motivation should be what we can do for the individual to make his life happier and more personally satisfying and rewarding. The potential positive effect on company profits is indeed important, but as Mr. Tinsley of Dofasco Company said in his speech at the 40th Annual Conference in Chicago—we should strive to create an environment from which increased productivity is a natural outcome.

Now, what does NIRA/NESRA intend to do to develop and promulgate this philosophy among its present and potential members?

The first visible element of our promotion is a brochure that Ed Hilbert and this committee developed last

#### MOVING SOON?

Please let us know nine weeks before you move what your new address will be. Be sure to supply us with both your old and new address, including the address label from your current issue.

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CITY \_\_\_\_\_ STATE \_\_\_\_ ZIP \_

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NATIONAL INDUSTRIAL RECREATION ASSN.

20 North Wacker Drive Chicago, III. 60606 year entitled Fitness as a Part of Employee Recreation and Service Programs. It is available free from NIRA headquarters in Chicago. In the coming year this brochure will be supplemented with a folder or package of information which will be made available to members interested in starting or expanding a fitness and life-style program. It will include sample formats for program content and administration; model forms for personal health history and risk profile; standardized testing procedures; and exercise prescription programs.

Literature and other resources will also be included to assist the member in answering questions related to how and where to start proposals, presentations, etc., liability, and facilities.

At the same time, the committee will begin to assemble a bibliography of published information related to fitness and health programs including articles on existing industry programs, support data for research studies, facility design and equipment evaluation, and motivational techniques.

A fourth area of activity for the committee will be the investigation and planning for future NESRA sponsorship of seminars and clinics related to fitness, health management, and life-style enhancement. We will look toward doing this within the framework of NESRA Regional and Annual Conferences and outside of this structure—possibly in cooperation with universities, existing life-style programs, and other professional associations.

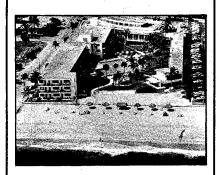
Finally, the committee will continue to work toward developing a state of cooperation and communication with other associations or agencies concerned with employee health and fitness.

Keep an eye on this page in future issues for an update on the progress of these committee activities. We will also be talking about specific areas of health and fitness program content with the aim of providing you with some idea and guidance to help start or expand a program in your company.

Until then, good health.

CM

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Our Own Private Beach

#### **NEWS IN BRIEF**

(continued from page 28)

tae kwon do swimming diving fencing soccer modern pentathlon shooting and volleyball.

The coaching contracts are for one year with an allowance for an around the world tour at the end of six months, salary commensurate with academic credential and experience, free accomodations, transportation, and a full fringe package to include a dislocation allowance.

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Director of Recruitment
& Placement
United States Sports Academy
P.O. Box 8650
Mobile, AL 36608
Telephone: (205) 343–7700.

#### **NEWS IN BRIEF**

(continued from page 29)

# Working Women: "Take the Time"

New from the California Raisin Advisory Board is an 18-minute, motivational film on physical fitness for the working woman. Produced in cooperation with the President's Council on Physical Fitness and Sports, the film dramatically demonstrates the importance of getting and staying in shape. Included are valuable tips on selecting nutritious foods to fuel the body and how to embark on an exercise program. Also featured in the film are profiles of four working women of varying ages, occupations and lifestyles. The film illustrates how each has managed to incorporate a personal fitness program into her own life.

The film entitled "Take the Time" is accompanied by 30 copies of the pamphlet "A Guide to Fitness for the Working Woman." Additional copies will be provided upon request. The film is available on a 30-day free loan basis to civic organizations, industry, park and recreation adult programs, community centers and adult education classes.

Interested parties can order "Take the Time" by writing: West Glen Films, 565 Fifth Avenue, New York, NY 10017.

#### Study Outlines Typical Bowler

He's 31 years old. His median household income is \$19,685—over \$2,000 more annually than the general U.S. household population. He's more likely to have attended or graduated college than the general population. He's 20 percent more likely to have a white collar job than a blue collar job. He tends to be a family man that owns his own home and has more children than the average married U.S. male.

He's a typical bowler.

A recent study by Market Facts, Inc., one of the largest research firms in the nation has compiled these sta-

tistics about the average bowler which don't jibe with the stereotyped image of a bowler most Americans harbor. Those statistics were recently released by the National Bowling Council, the educational and service arm of the sport.

But the study shows that, overall, the typical bowler is younger, better educated and more affluent than the average American.

According to the study, 41 percent of the bowling population has attended or graduated college, while only 30 percent of the U.S. population on the whole has accomplished the same. Thirty-four percent of the bowlers today are employed in a professional or management position, while only 20 percent of the general population is.

# **College Courses Stress Importance of Sports**

Sports Illustrated recently called for a new "game plan for America" saying that if the lessons of sport: discipline, competitiveness, and teamwork are to have value in society at large, than priorities need to change.

The lessons of sport have been the subject of a three-year study by faculty at Dickinson College, Carlisle, Pa., and the outgrowth of that work is a trio of sport and the liberal arts courses, supported, in part, by a grant from *Sports Illustrated*.

Dickinson president Sam A. Banks, originator of the concept linking sport and the liberal arts, maintains that sport gives participants a chance to "experience life without bloodshed—an error in sport does not carry penalties as permanent as those we suffer for mistakes in life."

Sport teaches ways that people are affected by anxiety; struggle against pain and fatigue; politics of team play, competition and cooperation; winning and losing; limits of time and space; and dilemmas of right and wrong. Exploring these concepts and their impact on individuals and groups is the theme of Dickinson's sport and the liberal arts course.

Courses taught last spring at Dickinson were: Social Perspectives on the Body; Sport, Myth, and Religion; and Greek, Roman, and American Lifestyles in Sport.

The first looks into the physical and philosophical relationship between mind and body. The second explores the cultural and ritualistic impacts of sport, and the last takes a look at the influences of sport on how people live, and have lived, since the first Olympiad in 776 B.C.

Liberal arts help students learn about attitudes and values relating to themselves and others, to society, and to the natural world. In studying sport as a liberal art, students analyze those attitudes and values inherent in sport in preparation for later life.

#### PRESIDENT'S WORD

(continued from page 5)

All of our membership categories are an integral part of the whole called NIRA. NIRA itself is the liaison between them—the foundation, the hub, the catalyst which keeps all of its working parts working toward a common goal.

NIRA's overall objectives and goals are to contribute to the mental and physical health of our nation's workforce. In this age of automation and specialization there is a great need to offer opportunities for our employees to satisfy their human needs and desires for creativity, leadership development, diversion from tension and boredom, and mental and physical fitness. Through our profession as managers of programs that are developing the positive use of our employees' leisure time, we are in the unique position of being able to help others live a more complete and healthful life.

With growth and strength gained through mutual support and understanding between our various membership categories, NIRA and the ideals it stands for can become even more effective than ever. We have a great Board of Directors, an excellent NIRA staff and a strong and growing NIRA membership. Let's all continue to work together to help NIRA/NESRA achieve the potential that lies just ahead.

#### **ASSOCIATE PROFILE**

#### (ASSOCIATE PROFILE

# **Ideals Publishing Corporation Gives Straight Talk with "Fitness: The Facts"**

Ideals Publishing Corp. brings to American businesses a fitness communication program entitled FITNESS: THE FACTS. Designed by Participation of Canada and supplemented with information from the National Institute for Aerobics Research, FITNESS: THE FACTS makes fitness a personal goal for each employee. This unique informational program is presented through a series of six booklets packaged in an attractive, sturdy container for the individual employee. For each 35 packages used, six different and brightly colored posters for employee bulletin boards supplement the program. In addition, 18 expertly written articles for company newsletters are provided to encourage individual participation.



With FITNESS: THE FACTS, the individual employee works toward his own fitness goal at his own pace, choosing those recreational activities which best suit him. But this is also a total company program. Through colorful visual aids, complete fitness information, and company encouragement, it convinces the employee that fitness is worth pursuing and makes for a better, well-rounded life.

FITNESS: THE FACTS has been in use in Canada for about a year and involves the entire country through a national fitness campaign. Canadian businessmen have discovered that FITNESS: THE FACTS works for their employees and American businesses are finding that it works with them, too.

For further information about FITNESS: THE FACTS, contact Steve Turinski at Ideal Publishing Corp., 11315 Watertown Plank Road, Milwaukee, Wisconsin, or call him toll-free 1-800-558-0740.

# Gattinburg Place Sets Trend for 80's With New Family Entertainment Center

Gatlinburg Place, the newest multi-million dollar family entertainment center in the Great Smoky Mountains, represents a new dimension in the family attraction industry. Located in the resort community of Gatlinburg, Tennessee, this multi-faceted attraction is expected to set the trend for entertainment facilities of the 80's.

With the creation of major theme parks like Walt Disney World, Disneyland and Opryland came a new kind of family entertainment for the 20th century. Such parks compelled people to travel thousands of miles to experience some of the best entertainment in the world. However, as the issues of energy conservation became more prominent, Americans were forced to change their travel habits thus creating a need for quality entertainment at an affordable price and alternative means of transportation. With the economic scenario set, the need for a new dimension in family entertainment took precedence.

Gatlinburg Place represents an attempt toward the development of family entertainment within an energy-conscious society. Although smaller in scale, Gatlinburg Place provides guests with the same quality entertainment, theming and service found in some of the nation's most successful theme parks. And the marketing opportunities for NIRA organization members are immense since Gatlinburg is located within a day's drive of 51 million Americans.



Gatlinburg Place also offers a variety of entertainment, dining and shopping to provide any group a full schedule of activities. For more information on Gatlinburg Place contact Jim Gilliland, Gatlinburg Place, Airport Rd., Gatlinburg, Tennessee 37738. Phone: (615) 436-6933.

# NIRA CALENDAR

### Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CIRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Chicago Association for Recreation and Employee Services (CARES)/ Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Jeane Lewis—(614) 261-5166.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CIRA (301) 977-0529.

**Long Island Industrial Recreation Directors Association**/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CIRA—(516) 575-2269.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

**San Diego Industrial Recreation Council**/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CIRA,—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Council (SEAMET)/Seattle, Washington. Meets on the last Wednesday of the month. Contact Marsha Culley—(206) 655-2442.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council WARES Washington, C.D. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

#### Regional and National Conferences

**41st Annual NIRA Conference and Exhibit** will be held May 13–16, 1982, Orlando Florida.

**Region I Conference and Exhibit** will be held Oct. 1–4, 1981 at the Boxboro-Sheraton, Boxboro, Massachusetts.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio.

**Region VI Conference and Exhibit** will be held October 15–18, 1981 at the Sheraton Denver Tech Center, Denver, Colorado.

**Region VII Conference and Exhibit** will be held September 17–20, 1981 at the Hilton Riviera Hotel, Palm Springs, California.

For further information about the conferences above contact the NIRA office  $\perp$  (312) 346-7575.

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# **Order Your Professional Library**

☐ An Introduction to Industrial Recreation: Employee Services and Activities  The first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator.  Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and	☐ Principles of Association Management  A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. \$15 for NIRA members. \$20 for non-members.
government. Hardcover. 236 pages. \$14.95 per copy plus postage and handling.**  one copy	☐ <b>Top Management Speaks</b> Nineteen top corporation executives explain why they back industrial recreation and NIRA. Leaders of Ford Motor Company, Goodyear Tire & Rubber Company, U.S. Steel, 3M and other industrial giants provide invaluable support for your programs. \$7.00. Discounts available for orders of 20 or more.
☐ Recreation Management Magazine  Monthly professional journal for industrial recreation directors, leaders, and program coordinators. The only publication in its field.  ☐ \$10/yr. ☐ \$15/2 yrs. ☐ \$18/3 yrs.  Add \$1.00 (U.S.) per year for foreign subscriptions.	☐ The Untapped Potential: Industrial Recreation Illustrated booklet based on a talk by Frank Flick; President of Flick-Reedy Corp. and the first NIRA Employer of the Year. \$3.00.
□ Benefit Analysis of the Industrial Recreation Institution A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.	<ul> <li>☐ How to Organize and Manage Tournaments         Everything you need to know: organizing, publicity, teams, leagues, eliminations, and finals. 36 pages.         \$5.00.     </li> <li>☐ Standard Sports Areas         Dimensions and specifications for more than 70 sports arenas, pools, courts and fields. \$5.00.     </li> </ul>
□ Employee Recreation: Outlook for the Future A comparison of data compiled from surveys of NIRA members in 1974 and 1978. Covers activities, facilities, staff personnel and salaries, budgets, and more. 67 pages. \$5.00.	Name
☐ Two for one: "Benefit Analysis" and "Outlook"	Total Enclosed

\*\*Postage and handling is included in price of all pub-

lications except textbook.

☐ Industrial Recreation Bibliography

An annotated bibliography of industrial recreation resources by Robert W. Schoott and Douglas M. Crapo,

Return payment and order form to:

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20 N. Wacker Dr. ● Chicago, IL 60606

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(above). 117 pages \$7.00—save \$3.00.



# More than 400 companies have employee health/fitness programs. Does yours?

Let's face it. We spend a good part of our lives in the places where we work. And what do we do there? We sit. We shuffle papers. We type. We operate machines. Over the years our bodies grow soft and we become increasingly subject to degenerative diseases like high blood pressure, heart disease, low back disability, and obesity. But it doesn't have to be that way.

# Wake up America – put fitness in the workplace

Almost any company can give its employees a chance to become physically fit on the job. They can equip an exercise room. Provide a running or jogging course. Contract with a "Y" or community facility. Put in bicycle racks, changing rooms, and showers. Give or share time for fitness and health. If you're an employee or an employer, send for our free booklet. And make the place where you work a better, healthier place. Write: Employee Fitness,

Washington, DC 20201



**ENERGY FOR AMERICA-IT COMES FROM EXERCISE** 

# RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

# **Post-Conference Issue**

40th Annual
NIRA Conference and Exhibit



# SERVICES & ACTIVITIES

#### **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

# Services and Activities

Recreation Management—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *Recreation Management*, *Keynotes*, a monthly newsletter of program ideas, is published for members.

Consultation Service—NIRA Consultants and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests— Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or near-by.

Membership Directory—A complete listing of the NIRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NIRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors for organization members only.

Conferences & Workshops—NIRA's Annual International Conference and Exhibit, open to all NIRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NIRA certifies industrial recreation administrators and leaders after they successfully complete the Certified Industrial Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports-

NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIR-REF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

#### Types of Membership

Organization—Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate—Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Employee Services and Recreation Chapters—Open to local areas having organized associations comprised of business, industry or government.

Individual—Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University—Available to institutions interested in Employee Recreation. By virtue of membership, students enrolled in these institutions receive a reduced student membership fee.

**Student**—Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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EXECUTIVE DIRECTOR

### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees	\$250
5,001to 10,000 employees	\$200
1,001 to 5,000 employees	\$160
Fewer than 1,000 employees	\$100

#### RECREATION MANAGEMENT

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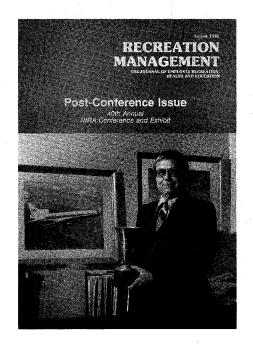
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#### In This Issue . . .

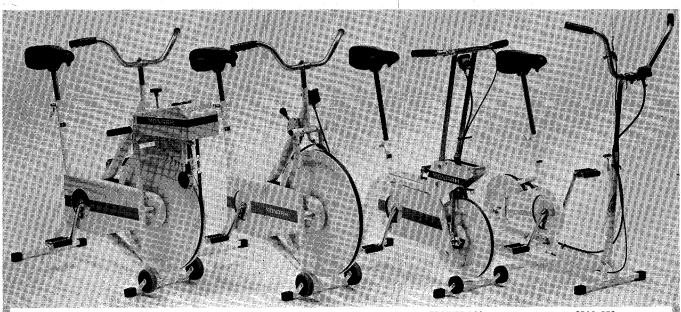
Pictured on our cover is Kenneth C. Wattenberger, CIRA. Elected last May in Chicago at NIRA's 40th annual conference and exhibit, Wattenberger will serve as our association's president during its transition from NIRA to NESRA. Be sure to see page 4 for some background on our leader and his company's program and read his column on page 5 which sets the theme for his presidential year.

This month's issue of *Recreation Management* offers readers highlights of the 1981 Conference and Exhibit. Seminars, speakers and social activities at this year's gathering are described in "Image and Impact" our cover story beginning on page 6. The newly elected 1981–82 NIRA/NESRA Board of Directors is presented on page 14 and a listing of NIRA's 1981 Awards winners appears on page 17.

Accepting NIRA's highest award, the Employer of the Year award, on behalf of Frank H. Sherman of Dofasco, Inc., was W. P. Tinsley. A transcript of his acceptance speech describing a program that could well serve as a model and inspiration for future award winners appears on page 11.

And be sure to see page 13 for a brief synopsis of the many conference sessions available now on tape.

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# RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

RM, August, 1981

# Lockheed-California's Employee Recreation Club

1981-82 NIRA President, Kenneth C. Wattenberger, is also the Executive Director of the Lockheed Employee Recreation Club in Burbank, California.

This club was organized in 1935 by several employees and top management officers of the Lockheed California Company. During World War II, the Lockheed Employee Recreation Club was responsible not only for employees recreation needs, but for the food service of the 90,000 who worked at the Burbank plant, as well.

Under the outstanding leadership of Frank Davis, a past president of NIRA, a five acre park and recreation facility was developed, and all efforts were concentrated on recreation as the food service was transferred to another department.

Since then, under Wattenberger's direction, the program has continued to grow by offering new and varied programs to serve an increasing number of employees. The discount and "referral" programs, recently added have been very successful, as company research has indicated. In 1979 Lockheed employees saved more than \$3,000,000 on those two programs alone and they have been able to save even more under the leisure time programs.

LERC sponsors 46 hobby clubs and a complete and varied sports program boasting some 77 softball teams, 105 golf teams and 85 bowling teams. Special events such as children's Christmas parties and dances add variety to the total program.

A full-time staff of 6 which includes 3 recreational personnel and 3 clerical support are assisted by several part-time employees who administer the programs for over 27,000 employees at three separate plants. The employees in each area elect their own council representatives to form councils at Burbank, Palmdale and Ontario. The Burbank area is the largest serving approximately 20,000 employees.

The presidents of the three councils, and three other persons elected from the Burbank area form a six-person board of directors which is responsible for the general policies governing LERC.

The company is the main financial support for the recreation operation. However, some funds are generated from the discount programs, and the participants are expected to pay for a portion of their services.

A new facility was recently added for the employees and their families at the Palmdale plant, which has approximately 5,000 workers. The complex houses LERC's first fitness facility, and plans are underway for a fitness and health building at the Burbank plant.

The staff and many volunteers have contributed a great deal to achieving a very fine employee recreation and services program, and they have received NIRA's highest award on two different occasions. The Lockheed-California company also deserves recognition and credit because of its special compassion for its employees. The spirit of understanding and loyalty between management and workers has always been a contributing factor to Lockheed's success and the Lockheed-California company has always kept its faith in LERC's contribution to the employees' well-being, offering continuous support to the program.

The teamwork of management, staff and volunteers has enabled organized employee recreation and the company to realize a high degree of cost effectiveness, and since its inception LERC has functioned under high principles for a most effective operation.

# professional services directory



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# The NIRA President would like a word with you

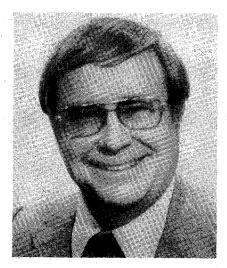
#### ... about teamwork and organization

#### for efficiency and strength

This is the motto I chose for this year's administration and organizational structure of NIRA. The organizational structure of NIRA/NESRA seems to be fairly sound but our total progress has been comparatively slow until recent years. We should have a much larger membership and our over-all accomplishments should be much more advanced. Forty years from now membership totals should be in the high five-digit figures. That potential is truly realistic. All of us in the field know the importance of numbers for strength but somehow we seem to be so busy in our daily obligations that we forget to look at the total picture.

If we are to realize our goals it will be necessary for us to take action immediately. We are the only ones who can pull this profession up to its proper place in our modern day society. The high ideals of our goals and the great benefits that can be derived from our successful operation cannot be overlooked by intelligent managers much longer. Aggressive and positive leadership must come now—not only on our part but from top management as well—it must be a pro, active role coming through Industrial Relations.

Good managers know it takes team effort to run a company and the employees need to know that non negotiable efforts are being made on their behalf for their health, happiness and future. Recreation and employee services can play a leading role in developing understanding and enhancing the exchange of communication. Management must have sincere compassion and concern for their human resources and the em-



Kenneth C. Wattenberger, CIRA Lockheed California Company 1981–82 NIRA President

ployees must be sincerely grateful and respond to their companys' efforts—a team working for mutual results, productivity and security. A much greater effort must also be made by companies to develop meaningful communication with their employees—showing them concern, giving them recognition, and rewarding their accomplishments.

All of us know the results of a good team effort—whether it is on the playing field, within a company or

within an organization like ours. NIRA/NESRA has a divine-like purpose—helping people toward a more complete and happy lifestyle.

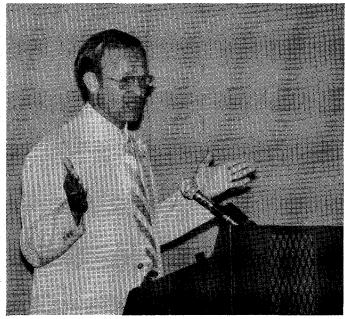
It is a fine organization with great ideals and is blessed with excellent leadership, the majority of whom are highly motivated in helping others and being successful in their chosen profession. Our membership is widely spread over most of the United States and in many areas of Canada and Mexico. All of us, everywhere, must budget a certain part of our time each week to promote our profession and spread the word about the benefits derived from belonging to NIRA/ NESRA. We cannot stand by the wayside and let someone else do our bidding. If we really believe in the principals of organized recreation and employee services, then we had better stand up and be counted in our companies, in our communities, in our chapters, in our region and in our national organization.

No one person and no one program can stand alone. It will always take team work and organization. NIRA/NESRA is the hope and future of this profession and our ultimate success should be extremely important to millions and millions of people. With organization we will grow, with growth we can better educate, with education we can gain strength. It is strength which will bring efficiency and efficiency that will

(continued on page 20)

# 1981 Conference and Exhibit







The 1981 NIRA Conference and Exhibit brought Employee Services and Recreation Managers from all over the continent to Chicago in May to hear speakers, share experiences and vote on NIRA's 1981–82 slate of officers and directors. In photos above, delegates cast their ballots (top left), Dick Robinson, Ph.D. addresses the first general session (top right), and conference attendees enjoy a dinner and visit at Chicago's Museum of Science and Industry (above.)

# "Image and

# Impact"



Frank Havlicek, CIRA 1981 Conference Chairman

by Kimberly Thomas Editorial Assistant

"You are in an exciting area . . . you're in a profession of trying to make other people happy . . . The image and impact of your program is not in manuals . . . but in you and in your ability to build a better you

These inspirational words from Dick Robinson, Kentucky Commissioner of the Department of Personnel, officially kicked off NIRA's 40th Annual Conference and Exhibit held in its hometown—Chicago, Illinois. Forty years of NIRA growth and service were celebrated May 6–10, 1981, at the Holiday Inn, Mart Plaza. This year's event drew a record number of delegates, exhibitors, spouses and students who, during the five days, participated in sessions and seminars, viewed the NIRA exhibits and celebrated at social activities.

Registration for NIRA Conference and Exhibit participants commenced on Wednesday, May 6. Afternoon sessions included a special orientation for session speakers, chairmen and vice chairmen conducted by the 1981 Conference chairman, Frank Havlicek, CIRA; a spouses' welcoming tea hosted by Virginia Conrad and Bunny Havlicek; and a session for first timers and new members in

which the NIRA president **Al Ward**, **CIRA**, and NIRA Executive Director **Patrick B. Stinson** familiarized new attendees to NIRA and the NIRA Conference and Exhibit.

"The Image and Impact of Employee Services & Recreation Administrators" was discussed in Wednesday's general session by **Dick Robinson, Ph.D.**, who drew a capacity crowd. Robinson led the audience through personal evaluation of such qualities as professional knowledge, management ability, a desire to achieve and enthusiasm toward programs. After participants rated themselves, they got a better perspective of who they were and where they wanted to go in the field of employee services and recreation.

Evening festivities began as the roaring twenties were revisited at the conference welcoming reception. Flappers and banjo players with tencent beers, sandwiches, peanuts and popcorn filled the room to the delight of all present.

Thursday got underway at 8:00 am with a Board of Directors meeting followed by the regional breakfasts, where each of NIRA's ten regions elected new representatives to serve

on the 1981–82 NIRA Board of Directors. Meanwhile, delegates' spouses toured the Apparel Center, home of many of Chicago's upcoming fashions.

Immediately following the regional breakfasts, concurrent sessions were offered to delegates and other conference attendees. Alice Bucca, CIRA (Digital Equipment Corporation), Melvin C. Byers, CIRA, NIRA Consultant, (Toledo Industrial Recreation and Employee Services Council), and Jill Tippin, CIRA (Solar), discussed chapter development and retention while Fred Lenn (Balfour Company) led the session handling administration of a successful awards program. At this same time, the use of computers in employee recreation programs initiated the lecture by Ralph Ferrara, CIRA (General Mills, Inc.), and Joe Smith, CIRA (Puget Sound Naval Shipyard).

The Management Luncheon was one of the highpoints of the 1981 Conference and Exhibit held at noon featuring the NIRA Awards presentation (see list of recipients, page 17 and induction of NIRA's newest CIRA and CIRL. Kenneth D'Amato

(continued on following page)



Patrick B. Stinson, Executive Director of the National Industrial Recreation Association addresses an audience of new NIRA members and first time attendees on the opening day of NIRA's 1981 Conference and Exhibit.

### **Image and Impact**

(continued from page 7)

of the Salt River Project, St. Johns, Arizona, was named a Certified Industrial Recreation Administrator, and Donald T. O'Connor of the Raytheon Company, Andover, Massachusetts, became a Certified Industrial Recreation Leader.

Also at this time, NIRA honored Frank H. Sherman, President and Chief Executive Officer of Dofasco. Inc. by naming him 1981 NIRA Employer of the Year. Accepting the award on Sherman's behalf was Dofasco's Vice President of Personnel, W. P. Tinsley. (Mr. Tinsley's acceptance speech appears on page 11.)

The day's agenda continued with three concurrent, informative sessions for delegates to choose from: "Government Legislation and Its Effects on Your Program," by Thomas D. Nyhan, Senior Partner, Pope, Ballard, Shepard & Fowle; "Decreasing Group Travel Costs in the '80's", by

John P. Stachnik, National Tour Brokers Association; and "What is NIRA and the Field It Represents?", presented by Dick Wilsman, CIRA Johnson Wax and Jill Tippin, CIRA, Solar.

Conventioneers flocked to the Exhibit Hall Grand Opening in the Expo Center at 3:00 pm where some 91 booths displayed a wide array of products and services to conference and exhibit attendees.

Five-thirty pm signalled the buses' departure for Chicago's renowned Museum of Science and Industry. Conference attendees had the opportunity to gather a wealth of knowledge and feast on a catered dinner from the museum which was closed to all but NIRA conference attendees. Among the sights enjoyed were the Coal Mine, Hall of Communications, Money Center and Energy exhibit.

Friday morning activities began with a splash as NIRA delegates engaged in aquatic exercises at the hotel's poolside. Refreshed and renewed, conference-goers "turned around" to attend a unique consumer information program devoted to good eating and exercise. The Turnaround Workshop, a program sponsored by the Campbell Soup Company, utilized the behavioral approach to weight control, nutrition and physical activity in order to help the individual fit healthful eating and physical fitness activities into a daily routine.

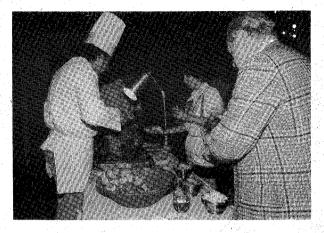
Conducting the program were: Dr. Henry Jordan, Director of the Institute for Behavioral Education and a Clinical Associate Professor of Psychiatry, University of Pennsylvania; Dr. Karen Morgan, Associate Professor, Department of Food Science and Human Nutrition, Michigan State University; and Dr. Charles Kuntzleman, owner and National Program Consultant to the YMCA Activetics and Feelin' Good Program. By offering participants the tools to discern their problems with diet and exercise and giving useful guidelines to make small, but healthful changes in their lifestyles, the doctors presented their theories of putting the individual in charge of one's own lifestyle.

Following this helpful program was a general session, "Economic Survival of the '80's," conducted by Betty Atchison, Activities Director, R. R. Donnelly & Sons and William B. DeCarlo, CIRA, Manager of Recreation, Xerox Corporation. Offering sound advice to victims of a bruised economy, this session drew a capacity crowd. As the very programs employee services and recreation directors coordinate are threatened by the shrinking dollar, the survival methods, which Atchison and DeCarlo discussed, could pave the way for a program's bright future.

Also at 9:00 am was the Exhibitor's Breakfast and Annual Meeting, Chaired by Jack Lindeman, NIRA

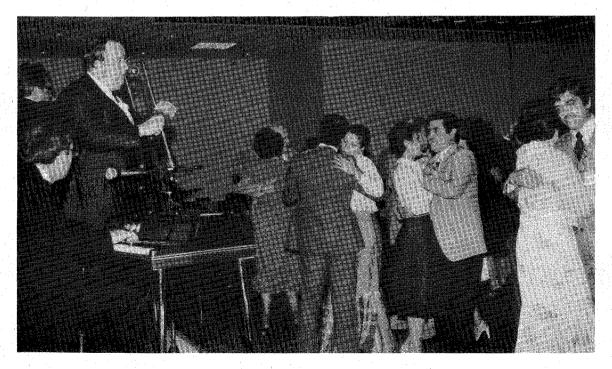
(continued on page 10)

It wasn't all work at this year's Conference and Exhibit. Delegates took time out Wednesday night to visit an old-fashioned speakeasy where (top and left center) ten-cent beers, mini-sandwiches and banjo picking entertainment was the order of the evening. On Saturday night those in attendance enjoyed the antics of a talented ventriloquist and his dummies (right center) before dancing (bottom) to the music of the Cy Race orchestra at the Presidents' Ball.









# Image and Impact (continued from page 8)

Exhibitor's Representative, Beach Club Hotel. At this same time, spouses attending the conference enjoyed a festive breakfast and then departed for a tour of the Merchandise Mart and Quaker Oats Test Kitchens.

A unique program, the concurrent "Planning a Special Event" workshops engaged active employee services and recreation directors in a novel competition. The goal for each group of participants divided by company size was to plan an original and effective event with selected themes and materials. The group with companies having less than 1,000 employees was headed by **Sue** Siwicki, CIRA, Manager, Employee Services, Bankers Life and Casualty Company. Companies with 1,000 to 5,000 employees were led by Frank Chico, CIRA, Personnel Representative, Peoples' Gas, Light and Coke Company, and moderating companies with over 5,000 employees was Helen Ecker-McCulloch, CIRA, Fermi National Accelerator Lab. The winner in each category was that table with the best planned event. The winning group then celebrated with complimentary champagne.



Thomas D. Nyhan Speaker

A deli-lunch drew delegates to the Exhibit Hall at noon. While NIRA members took the opportunity to obtain information on helpful services and handy products from the exhibitor representatives, the spouses ventured off to spend the afternoon

shopping at Chicago's Water Tower Place and the "Magnificent Mile."

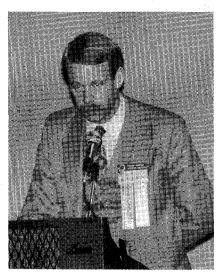
"lapanese Productivity: Employee Services and Recreation's Contribution" was a general session conveying some astounding facts about employee benefits in Japan. Dr. Yutaka Morohoshi, Associate Professor, College of St. Cloud University, Minnesota, informed the capacity crowd about the Japanese outlook on employee services which include such policies as transportation expenditure reimbursement and housing cost supplementation. Morohoshi suggested that America's companies could benefit greatly by following Japan's successful theory: through excellent programs, benefits and working conditions, an employer can expect to retain lifetime employees, a key to increased productivity.

The association's future leaders were elected later that afternoon at the NIRA Annual Meeting and Election of Officers. The Annual Meeting is the only opportunity each year for NIRA members to meet as a group. This gathering also features brief reports from each NIRA Vice President.

The May meeting rendered Stephen W. Edgerton, CIRA, of Xerox Corporation as the new President-Elect. He will occupy that position on the NIRA Executive Committee during the 1981–82 administration of President Kenneth C. Wattenberger, CIRA (Lockheed California Company) and will assume the office of NESRA President in May 1982.

NIRA Past President **Richard M. Brown, CIRA**, Texins Association, captured the office of Vice President of Fitness and Health, an office of which he was instrumental in initiating.

Remaining positions were filled with unopposed elections of **Daniel R. O'Reilly, CIRA**, Storage Technology Corporation, as the Vice President of Regional Management; **Leroy Hollins**, Martin Marietta Aerospace, as the Vice President of Tournaments and Services; and **Ralph J. Ferrara**, **CIRA**, General Mills, Inc. as the Vice President of Membership. Also at this



Stephen W. Edgerton, CIRA NESRA President-Elect

time, each of the ten regions formally announced their new directors, (see page 14 for election results.)

A wine and cheese party in the exhibit hall at 5:00 pm closed the day's activities after which conference attendees spent a night on the town "Chicagoing."

A Las Vegas Fun Run woke up both runners and gamblers at 7:00 am Saturday morning. From Syncrude Canada, Ltd., Vince Alit's hand, (a club flush with a pair of kings) captured the number one spot. Unlike most runs, in this event, running time held no significance. Successful runners were those who managed to pick up the best poker hand from the envelopes of cards distributed at the various check points. Of the 20 runners entered, six ran the one-mile course and fourteen ran the three-mile course.

The new 1981–82 Board of Directors conducted its first meeting early that morning as Kenneth C. Wattenberger presided. At this time, **Edward C. Hilbert, CIRA**, Battelle Memorial Institute, was appointed Vice President of Finance.

A continental breakfast and a final show of booths lured delegates to the Exhibit Hall at 9:00 am. With donuts

(continued on page 16)

# The Success Story of Dofasco, Inc.

NIRA's 1981 Employer of the Year

—as told by W.P Tinsley in an acceptance speech given at the 1981 Conference and Exhibit—



W. P. Tinsley

It is indeed an honour to accept the Employer of the Year award from the National Industrial Recreation Association on behalf of our President, Mr. Frank Sherman. My only regret is that he was unable to be here to accept it in person.

However, there is one compensation for that. If Mr. Sherman was here, I'm not sure you would have gained a full understanding of our employee recreation program. I know his modesty would not permit him to discuss his own personal involvement in our program.

Frank Sherman's perspective and commitment has been an inspiration.

He has done a great deal to foster the employee relations philosophy of which our recreation program is just one outward manifestation. And I think that's an important point.

Although we place a great deal of emphasis on the recreation program, it does not stand in isolation. We believe it's effective because it's an expression of a broad philosophy. It's not easy to put that philosophy into words.

It tends to sound a little trite when you use phrases like the golden rule and "Do unto others as you would have them do unto you." But that's as close as I can come in summarizing our approach to employee relations.

What does that mean in practical terms? How has it influenced the development of our recreation program? Perhaps the best way to put it is that we look on our employees as *individuals*...not as anonymous members of a "work force" or as time-clock numbers. And we feel that as individuals, they want to have a sense of involvement and participation in the company—in *their* company. That point of view did not come about overnight.

In fact, the foundation was laid shortly after the company was formed in 1912.

At that time we were a steel foundry with 150 employees. We are

now a steel producer with 11,500 employees. And that raises an interesting question.

It's one thing for a company with 150 people to have an employee relations program that focuses on the individual. But, is that approach practical in a company with 11,500 employees? We believe it is.

I think it's safe to say Dofasco is regarded as a good place to work. Our absenteeism and turnover rates are among the lowest in our industry.

It's not easy to document how our employee relations program affects our productivity because steelmaking is a very capital intensive industry. However, I can say that Dofasco ranks high among world steel producers for output-per-man. There's no doubt in my mind that employee attitude contributes to that productivity.

I'm not suggesting that our recreation club and other employee programs have been developed in a calculated effort to increase productivity. When you put it that way, it sounds somewhat insincere, doesn't it? And I think employees would perceive it that way. Perhaps it would be more accurate to say that our philosophy has led to an environment in which productivity is a natural outcome.

(continued on page 12)

Why? Because our people share a sense of involvement in the company's future.

I think it's fair to say that our recreation program grew spontaneously out of that sense of sharing—rather than from a top level corporate decision. And that's one reason it's been so successful. Our people see it as *their* program—because that's exactly what it is.

It had a grass-roots beginning. In the 20's and 30's, some of our employees got together to form baseball teams that competed very successfully throughout the Hamilton area. As time went by, more and more employees wanted to get involved. In response to that growing interest, the Dofasco recreation club was formed in 1943.

By that time we had about 2,800 employees and that was enough for interdepartmental leagues in various sports. While there have always been keen rivalries, the emphasis is on the fun of participation rather than the competitive aspects. Since then, the program has grown like topsy. By that I mean it has evolved naturally in response to employee interest and enthusiasm—rather than in accordance with a formal longrange corporate plan.

For example, the number of different activities has increased to 50, ranging all the way from chess and model railroading to hockey and marksmanship. New activities are not added because the company feels they would be good for the program. They are added only if and when a group of employees express an interest in them and have contacted a reasonable number of people who want to participate. So it is quite literally a program for and by the employees.

At present, some 6,000 employees and members of their families are actively participating. And incidentally, they pay a nominal membership fee for each activity they take part in. This fee goes towards the purchase of sweaters and seasonal and social events for club members. Major financial support for the recreation program comes from the company.

A busy and active recreation club with 6,000 members obviously requires effective organization. Once again, the stress is on employee participation and involvement. Members of each activity club elect their own executive officers. Seven of these club officers are elected to an employee sub-committee. This group meets regularly with the staff of the recreation department as well as with the senior advisory council.

The facilities have grown over the years to keep pace with the growth in membership and the number of different activities. In the early days we leased outdoor and indoor facilities throughout the city. In the early 60's we leased a 20-acre site from the city and developed facilities for such outdoor activities as baseball, softball and tennis. This recreation complex was turned back to the city in 1978 when we opened our own 50-acre recreation park on the outskirts.

This complex has five softball and baseball diamonds, two of which are floodlit, four floodlit tennis courts, a twelve-station golf driving range, a miniature golf course, an all-weather 400-metre track, a combination soc-

ing industrial recreation program in North America. And I know Mr. Sherman feels very honoured to receive this award from the National Industrial Recreation Association.

But to us, active participation by thousands of employees and their families is the real measure of success. The recreation club is growing because they want it to grow. It is working because they want it to work.

As I suggested earlier, the recreation program is one manifestation of a broad employee philosophy. Perhaps I could briefly touch on some of the other programs. They all work together for the sense of involvement and participation that means so much to the success of the recreation program . . . and we believe, to Dofasco's success.

A profit sharing plan was introduced in 1938. Today 11% of pretax steelmaking profits are distributed equally among all employees who have been with us three years or more. This not only gives employees a share in the profits they help to create, but we feel it also gives them a sense of involvement in the future

"... To us, active participation by thousands of employees and their families is the real measure of success. The recreation club is growing because they want it to grow. It is working because they want it to work ..."

cer and touch football field and change and shower facilities. In addition, there is a picnic grove and nature trails through a 20-acre woodlot. We recently acquired 50 additional acres for further development of the park.

Future plans call for such facilities as an arena, a fitness centre, a swimming pool, a rifle range and meeting rooms for hobbies and crafts.

Frankly, we're very proud of our recreation program. And quite naturally we're very gratified when it receives such recognition as the 1972 Helms Trophy as the outstand-

of their company. And, of course, it helps to provide for their own future security. One forty-year veteran recently retired with over \$170,000.

The suggestion program also gives our people a sense of involvement in the company's success. And once again, the response has been very encouraging. Last year more than 4,200 ideas were submitted and awards totalled \$267,000. The top award is \$30,000, tax-paid by the company.

(continued on page 16)

### **CONFERENCE TAPES AVAILABLE**

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(CLIP HERE) Place check (/) next to each tape you wish to order. "IMAGE AND IMPACT OF THE EMPLOYEE SER-"ECONOMIC SURVIVAL OF THE 80's" Betty At-VICES AND RECREATION ADMINISTRATOR" Dr. chison of R.R. Donnelley and Sons Co. and William Richard Robinson Commissioner of Personnel, State B. DeCarlo, CIRA, of Xerox discuss steps that can be of Kentucky, shares his personal study of the inditaken to combat inflation, revenue cutbacks and help vidual traits and characteristics exhibited by high to increase financial resources for your programs. achieving professionals and how these attributes relate to impact of the professional employee services "JAPANESE PRODUCTIVITY: EMPLOYEE SERand recreation administrator. VICES AND RECREATION'S CONTRIBUTION" Dr. Yutaka Morohoshi takes an indepth look at how "GOVERNMENT LEGISLATION AND ITS EFFECT ON YOUR PROGRAM" Thomas D. Nyhan, senior Japanese managers view the importance of our field in relation to their productivity. Though many differpartner; Pope, Ballard, Shepard and Fowle, discusses ences in culture, this session also discusses many par-Illinois' recent legislation relieving employers of workers compensation claims for "accidental injuries inallels. curred while participating in voluntary programs. ..." and shares ideas on how to initiate similar leg-"MURPHY'S LAW AND RECREATION—NO ROOM islation in your state. FOR ERROR" Marvin Himmel, President, Himmel and Associates, explains that there is an endless list "NIRA CHAPTER DEVELOPMENT AND RETENof details one must consider when planning a pro-TION" Alice Bucca, CIRA, Digital Equipment Corgram. This session discusses how the professional can poration; Mel Byers, CIRA, NIRA Consultant; and Jill stay on top of each paticular while leaving no room Tippin, CIRA, Solar Employees Recreation Associafor error. tion; discuss NIRA's rapid chapter growth in the last few years. The speakers discuss their individual chap-"DECREASING GROUP TRAVEL COSTS IN THE ters and steps that can be taken in the development 80's" John P. Stachnik, member, Board of Directors of a chapter for your locale. National Tour Brokers Association discusses ever "ADMINISTRATION OF A SUCCESSFUL AWARDS changing employee travel programs and shares his PROGRAM" Fred Lenn, Regional Manager, Balfour ideas on how you can help employees enjoy group Company, discusses the psychological aspects reciptravel programs and save money at the same time. ients have toward recognition awards and the many factors that should be considered in determining the "WHAT IS NIRA AND THE FIELD IT REPREtypes of awards that can be presented. SENTS?" Dick Wilsman, CIRA, Johnson Wax and Jill Tippin, CIRA, Solar Employees Recreation Asso-"USING COMPUTERS IN YOUR EMPLOYEE SERciation present an overview of the field of employee VICES AND RECREATION PROGRAMS" One of services and recreation; where it's been and where it's the latest trends in the field is use of computers. Ralph going, along with a discription of the background and Ferrara, CIRA, of General Mills and Joe Smith, CIRA experience necessary to be successful. of PSNS Civilian Recreation discuss the advantages of using a computer and how it can fit into your program. Send tapes to: Name Company \_\_\_ "COST EFFECTIVENESS OF YOUR PROGRAM" Address \_\_ John Leslie, CIRA, 3M Company, covers ways in City \_\_ State\_ which you can help justify the existence of your programs through evaluation and cost analysis. Phone (\_\_\_\_\_) \_ \_ Enclosed \$\_

#### Presenting the 1981–1982

# NIRA/NESRA BOARD OF DIRECTORS

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Kenneth C. Wattenberger, CIRA, Executive Director of Lockheed Employee Recreation Club, Burbank, California, became President of the National Industrial Recreation Association at our 40th Annual Conference and Exhibit, in Chicago, Illinois in May.

Wattenberger is past president of the California Parks and Recreation Society, District 14; founder of the Associated Industrial Recreation Council of Burbank, and president of the Southern California Municipal Athletic Federation. Currently he is serving as president of the Burbank Athletic Federation.

He has been a member of NIRA since 1972 and has served as a member of the NIRA Board of Directors for seven of the past nine years. He has also served as NIRA's Vice President of Membership and Vice President for Regional Management. In 1975 he was the recipient of NIRA's Distinguished Service Award.

Other honors include an award for meritorious service from the Associated Industrial Recreation Council, an honorary lifetime membership to the Burbank PTA

and a meritorious service award from the city of Burbank where he served in the Park and Recreation Department for 26 years.

President Wattenberger's administration commenced on Saturday, May 9, 1981 with the 1981–82 NIRA Board of Directors meeting during NIRA's Conference at the Holiday Inn Mart Plaza, Chicago. At this time, NIRA Vice Presidents submitted issues, actions and goals for their respective committees for the coming year. This served to increase the Board's awareness of the committees' plans so that work could begin immediately to attain their goals.

Wattenberger concluded his first Board of Directors meeting as NIRA's new president with general remarks on what lies ahead for the association, urging each member of the Board to take an active part in making NIRA provide its members with "Teamwork and Organization for Efficiency and Strength."

Presented below is the 1981–82 NIRA Board of Directors:

#### **PRESIDENT**

KENNETH C. WATTENBERGER, CIRA Lockheed California Company Burbank, California

#### PRESIDENT ELECT

STEPHEN W. EDGERTON, CIRA Xerox Corporation Rochester, New York

#### **VICE PRESIDENTS**

ALAN BENEDECK Allstate Insurance Company Northbrook, Illinois

RICHARD M. BROWN, CIRA Texas Instruments, Inc. Dallas, Texas

RALPH J. FERRARA, CIRA General Mills, Inc. Minneapolis, Minnesota

FRANK HAVLICEK, CIRA Motorola, Inc. Schaumburg, Illinois EDWARD C. HILBERT, CIRA Battelle Memorial Institute Columbus, Ohio

LEROY HOLLINS Martin Marietta Aerospace Denver, Colorado

DANIEL R. O'REILLY, CIRA Storage Technology Corporation Louisville, Colorado

#### **IMMEDIATE PAST PRESIDENT**

AL WARD, CIRA
Owens-Corning Fiberglas Corporation
Toledo, Ohio

#### **SECRETARY**

PHYLLIS K. SMITH, CIRA Hughes Aircraft Company Fullerton, California

#### **TREASURER**

\*\*\*\*\*\*\*\*\*\*\*\*

ALICE BUCCA, CIRA
Digital Equipment Corporation
Maynard, Massachusetts



1981–82 NIRA/NESRA President Kenneth C. Wattenberger, CIRA, presents the Presidential Appreciation Award to Immediate Past President Al Ward, CIRA, at the Presidents' Ball Saturday evening during the 40th Annual Conference and Exhibit

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\*\*\*\*\*\*\*\*\*\*\*

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#### NIRREF CHAIRMAN ROY McCLURE, CIRA

Lockheed-Georgia Co. Marietta, Georgia

CI

# Image and Impact (continued from page 10)

and coffee in hand, Employee Services and Recreation Directors had their final opportunity of the conference to communicate with this year's exhibitors.

A general session followed entitled "Murphy's Law and Recreation—No Room for Error," presented by **Marvin Himmel**, President of Himmel and Associates, one of the foremost convention and travel consultant firms in the U.S. Himmel covered a variety of topics, including safety precautions, preparation ideas and the importance of having alternatives available when planning special events.

After a lunch on their own, satisfied delegates flocked to **John Leslie's (CIRA**, 3M Company, and past NIRA president) session, "Cost Effectiveness of Your Program." Victims of budget cuts listened eagerly for program-saving tips.

The CIRA/CIRL and NIRREF Annual Meeting was next on Saturday's

agenda. **Sue Siwicki**, CIRA/CIRL Director, Bankers Life and Casualty Company and **Roy McClure**, **CIRA**, NIRREF Chairman, Lockheed-Georgia Company presided. Both were re-elected to their positions for an additional two-year term. In addition, **Dr. Benjamin Alexander**, President, Chicago State University discussed attitudes and implications of professional competency.

The pinnacle of the 1981 Annual Conference and Exhibit's social activities, the Presidents' Ball, opened with a reception at 6:30 pm. Attendees paid tribute to 1980–81 NIRA President, Al Ward, CIRA, and 1981–82 NIRA President Kenneth C. Wattenberger, CIRA.

Following the banquet was NIRA's own comedian and Master of Ceremonies, Frank Havlicek, Motorola, Inc. After several jokes to warm up the audience, Frank made way for the comedian ventriloquist who followed. To the surprise of the crowd, the performer introduced a couple of "physically unique" dummies who outsmarted all they encountered. After the laughter, ladies and gentlemen danced to the sounds of the Cy

Race orchestra.

Three concurrent crackerbarrel sessions were held at 9:00 am on Sunday, the final day of the Conference. Among the sessions were: "Special Interest Clubs," with Pete DeFranco, CIRA, Supervisor, Fitness and Recreation, Xerox Center for Training and Management Development; "Urban Area Recreation Programs," by Marge Keane, Seminar/Convention Coordinator, Continental Illinois National Bank; and "A Look at Basic Communications," with Gordon Smith, CIRA, Coordinator Fitness Unit, Ontario Ministry of Culture and Recreation, Sports and Fitness Branch. Winding up NIRA's 1981 Conference and Exhibit was a final brunch and exhibitor's door prize drawings.

"Employee Services and Recreation—Its Economic Impact," was a most appropriate Conference theme for these inflationary times. Special thanks for coordinating the many details of this outstanding Conference and Exhibit are due to Motorola's **Frank Havlicek**, NIRA's 1981 Conference and Exhibit Chairman.

#### **Success Story**

(continued from page 12)

In our view employees gain a sense of involvement if they see room for personal growth and fulfillment. We have a policy of promoting from within so that most of our supervisors have come up through the ranks.

Incidentally, Murray Dick, CIRA, who manages our recreation program began in our engineering department. He's always been a sports fanatic, so in the early days, he helped to organize activities on his own time. When we saw the need for a full-time recreation manager we thought we should put all that enthusiasm to work. He's done a first-class job—perhaps because he's doing a job he loves.

Our apprenticeship training program provides another opportunity for personal fulfillment. At the same time, it meets the company's need for the trained personnel required for high-technology steelmaking. As a matter of interest, more than 95% of apprentices stay with Dofasco after graduation.

I'm sure we'd all agree that twoway communication is the basis of every worthwhile employee relations program. At Dofasco we feel this is too important to be left to chance and good intentions. It should be clearly provided for in day-in, day-out operations at every level. Our open-door policy is the heart of this two-way communication at Dofasco.

If an employee with a question or concern isn't satisfied with his supervisor's decision he has the clearly understood right to take his problem to more senior levels—and all the way to the president's office, if he wishes. Every question is discussed on its own merits—and every employee is treated as an individual. Employees and supervisors alike have come to believe in this system, because they have seen how well it works over the years. It calls for good faith . . . free and open communication . . . and a sense of involvement and participation.

Involvement and participation. That is the basis of employee relations at Dofasco—and it is certainly why the recreation program is working so well. So in accepting this award on behalf of Mr. Sherman, I feel I am also accepting it for the thousands of employees and their families who make our recreation program such an outstanding success. Thank you.

### **NIRA's 1981 AWARD WINNERS**

Employee organizations large and small carried home awards from the 40th Annual NIRA Conference and Exhibit in May. NIRA Awards, the only honors exclusively for our field, recognize excellence in programming, promotion and service. Winners gain international prestige for their organizations and corporate-wide recognition for their contributions to good employee relations and high productivity.

# EMPLOYER OF THE YEAR FRANK H. SHERMAN

President and Chief Executive Officer Dofasco, Inc. Hamilton, Ontario, Canada For outstanding executive support of employee recreation, fitness and services

#### NIRA/EASTWOOD AWARDS

For excellence in overall employee programs 1,000 to 5,000 employees

#### Johnson Wax Co.

Racine, Wisconsin

5,000 to 10,000 employees

#### **Storage Technology Corporation**

Louisville, Colorado

10,000 + employees

#### **Lockheed Employees Recreation Association**

Sunnyvale, California

#### PROMOTIONAL AWARDS

For outstanding publicity materials

# BEST HANDBOOKS, BROCHURES, GUIDE-BOOKS OR DIRECTORIES

First place

**Storage Technology Corporation** 

Louisville, Colorado

**Second place** 

State Farm Insurance

Bloomington, Illinois

Third place

**TRW Defense and Space Systems Group** 

Redondo Beach, California



1980–81 NIRA President Al Ward presents the 1981 Employer of the Year Award to W. P. Tinsley of Dofasco, Inc., Hamilton, Ontario, Canada. Tinsley accepted the award on behalf of Frank H. Sherman, Chief Executive Officer of Dofasco.

# BEST PUBLICITY FOR AN INDIVIDUAL ACTIVITY OR EVENT

First place

**United Services Auto Association** 

San Antonio, Texas

Second place

**Digital Equipment Corporation** 

Maynard, Massachusetts

Third place

**New England Life** 

Boston, Massachusetts

# OUTSTANDING PRINTED PROMOTIONAL PIECE

(annual reports, newsletters, unique promotions)

General Mills; Minneapolis, Minnesota Harris Corporation; Melbourne, Florida Honeywell, Inc.; Minneapolis, Minnesota

Texins Association; Dallas, Texas

(continued on following page)

# **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

We have been suggesting means to finance our industrial recreation program. What do you advise regarding facilities, administrative and program financing?

When I first became acquainted with industrial recreation operations in the '30's, I had difficulty getting answers to this question. There was a variety of financing methods available. As more companies became knowledgeable about the objectives for having programs and facilities, a more uniform policy of such operations became apparent. Today the company and the work force (which by the way always includes the management personnel) have begun sharing costs. It

#### 1981 Award Winners

(continued from page 17)

# OUTSTANDING NON-PRINTED PROGRAM PROMOTION

(slide presentations, audio-visual presentations, video tapes, movies, recordings, etc.)

Allstate Insurance Co., Northbrook, Illinois Lockheed Employees Recreation Association; Sunnyvale, California

#### CERTIFICATE OF EXCELLENCE

For excellence in specific employee activities

Foreign Affairs Recreation Association Washington, D.C. 1980 Art and Photography Show

General Dynamics
Fort Worth, Texas
GDRA Astronomy Club

should never be entirely one way; for many legal reasons, major facilities and property should always remain a company obligation with current expendable items becoming the employees' obligations.

A portion of the program costs must also be absorbed by both company and employees. The ratio may vary in accordance with budgeted requirements. As both the company and the employees must benefit from the total undertaking, both must have some financial obligations to meet. The personnel administering the program work best when integrated into the company's employment and management sector. However, there must be a means for employee involvement with joint decision-making opportunities.

A full-time professional employee services director should be a member of the personnel staff and also serve for the employee group as advisor and business coordinator. Some employee associations automatically proclaim this person as their Executive Director, Executive Secretary, or Business Manager. It proves to be the more effective means to keep both the company and the work force involved, interested and meeting the objectives for having the program. Smaller companies may have to double up on personnel staff responsibilities to meet these requirements, but for the time and money invested, there is no other personnel function that accomplishes so much for so little invested.

It's an ongoing, day-to-day association and when properly administered can be one of personalizing the personnel operations. Its benefits are mutual, its relationships rewarding. No matter how small the operation begins with or how few dollars are invested as seed, the harvest is always one of bottom line profits for any business or industry.

#### **Johnson Wax**

Racine, Wisconsin JMBA Running Club

#### **Lockheed Employees Recreation Association**

Sunnyvale, California LERA Health and Fitness Center

#### Martin Marietta Aerospace

Denver, Colorado Skyline Hunting and Fishing Club

#### **McDonnell-Douglas Corporation**

St. Louis, Missouri "Mactivities on Parade"

#### **New England Mutual Life**

Boston, Massachusetts
"You're a Good Man Charlie Brown" musical

#### **Texins Association**

Dallas, Texas
"Positive Approach to Total Health"

### LFRA Meeting "Covers All Bases"

by Randy Schools, National Institutes of Health

Abner Doubleday, the father of American baseball, would have been proud of the theme used at this year's conference of the League of Federal Recreation Associations—"Cover All Bases." Conference participants fielded questions and answers at the Sheraton-Washington Hotel in Washington, D.C. on April 11. If he had attended, Mr. Doubleday would have even heard a word or two about how television affects our physical well-being.

A quick look at the day's lineup left many of the 250 participants from 40 different federal agencies stunned at the depth of the speakers who discussed new developments in travel, recreation, and sports programs designed to help people enjoy their time.

Prior to the opening, each conference player was treated to a cordial continental breakfast served in the main meeting room, the Cotillion Ballroom. During this time, participants met with friends and looked over the schedule of the day's activities.

First up to bat was Randy Schools (National Institutes of Health), President of the LFRA, who welcomed attendees and spoke about the need for daily exercise in people's lives. He was joined by Mary McKey, of the D.C. Recreation Department, who introduced the conference's keynote speaker Jim Sirbascu, a fastpitch player from Success Motivation Institute, Waco, Texas.

Sirbascu reviewed with participants the essential ingredients that are needed for a successful management strategy. The importance of managing your own time, and the interaction of managers with employees and volunteers was emphasized. Leadership and the ability to be a motivator were presented as the two main characteristics of a good manager.

Describing himself as a "motivator's motivator," who has demonstrated his program's techniques to business and other groups across the country, Mr. Sirbascu told his audience that a manager must be the type of person who can "hit their own starter buttons" in the morning if they expect to motivate others.

A combination of well-placed anecdotes and driving delivery scored runs with the assembly. He got on base several times when he spoke of the need for better communication and consistency of authority in dealing with people.

The baseball theme was carried over to each of the scheduled seminars which gave participants the feeling that they were taking part in a 20-minute dugout session with a coach who was briefing them on the latest developments.

"Is Your Team Uptight?" was the topic of one seminar, a stress man-

agement program conducted by Anita King, psychotherapist with K&F Associates. She briefed her well attended session on the importance of deep breathing and relaxation exercises in a person's daily life and how they might be applied to the workplace.

Other seminar topics included:

- "The Name of the Game"—a meeting devoted to the advantages and adventure in outdoor sports conducted by Bud Herman, director of Outdoor University, and Wendy Draudt, LFRA Director of Sports and Recreation, ran the session.
- "On the Road"—a travel seminar on the opportunities now available to travelers. Places, rates, and how to get there were discussed and travel films were shown by Gloria Bohan, Omega World Travel.
- "Calling the Signals"—a presentation which stressed the importance of communication. Here, employee publications and their design were discussed by Kay Horkin, director, American Women in Radio and Television; Mary Jane Enterkin, assistant director Public Relations, Sheraton-Washington Hotel; and A. Suzanne Gordon; conference-coordinator, Bureau of National Affairs, Inc. All agreed that a well defined information program for employees

(continued on following page)

#### **LFRA Meeting**

(continued from page 19)

attracts administrators who will see the managerial value in having such a tool.

- Dollars and sense were discussed in the seminar "The Ins and Outs of Non-Profits." Jack Koteen, professor of non-profit management at the University of Maryland, gave participants some basic guidelines on how to structure their programs more effectively.
- And in "Spring Training," some of the new innovations in employee fitness programs were discussed by Bertram Knitter, Federal Inter-Agency Council.

A seventh-inning stretch interrupted the educational seminars, and the groups broke for a delightful lunch in the hotel's main ballroom. Dr. Roger Lancaster, of the National Recreation and Park Association, spoke to the assembly about "Life—Be In It," an educational program

developed by the Australian Recreation Department to lure people away from their television sets into more activities meant to develop their individual potentials.

Post-luncheon seminars included: cluded:

- "Increasing the Gate Receipts" by Randy Schools and Al Cole, President of Buy More, Inc.
- "Who's Stealing Home?," a session on non-profits and the law handled by Jim Malek, of Albert H. Wahler Co., Park Ridge, Ill.
- "Benefit Game" on how people might become more involved in community work, presented by representatives of the Hospice Movement, and Annie Joe Denny, executive director, Special Olympics.

Throughout the day, conference participants had the opportunity to visit with more than 40 exhibitors who brought with them everything from the latest in vitamins and ex-

ercise programs to tips on how to order cheese in quantity or obtain discount theater and movie tickets.

A "tailgating" session which involved the sampling of wine and cheese ended with historical vignettes on the progress of recreational pursuits.

Special kudos for planning and making the conference a success go to Mary McKey, general chairman for the conference. Other members who contributed were: Randy Schools, LFRA program committee chairman; co-chairpersons for Registration/Hospitality, Lucy Vinceguerra and Celeste Lozapone; and exhibitor Dan Webber of District Photo and Larry Lemme, Swap Table and Communications Display Coordinator.

Special thanks must go to Austin Gaddis, LFRA executive coordinator; Wendy Draudt, and Mary Paulos.

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#### PRESIDENT'S WORD

(continued from page 5)

bring bottom line results and proof positive. Remember, every successful, meaningful and effective program is important to our total concept. It is imperative that we belong to NIRA/NESRA, that we communicate progress and that we become a pro, active member for even greater rewards. Our country is in vital need of teamwork, and business and industry are vitally important factors in that team. The effective results from our nation's human resources are the key to our country's security and prosperity.

Our cause has always been to develop a healthier, happier and more effective work force—the very thing needed to develop our nation's goals. I encourage your full cooperation and support. We need each and every leader in this field to be involved in a team effort to achieve our objectives of effective programming and positive recognition.

# **TOURNAMENT NEWS**

by Leroy Hollins Martin Marietta Aerospace NIRA Vice President, Tournaments and Services



# A Hearty "Thanks" to Past Contributors

Hello. This is the first of several articles in which I will be communicating with you as NIRA/NESRA's Vice President of Tournaments and Services. I wish to thank you, the NIRA membership, for my election to this position for the next two years.

Along with the Tournaments and Services committee and Mike Brown of the NIRA staff, I plan to communicate with you on a regular basis. To facilitate a two-way communication I encourage input from all of our members. We will need a joint effort if our organization is to continue to grow, develop and prosper. I am as near as your phone, so don't hesitate to call or drop me a note.

Steve Edgerton, the 1980–81 Vice President of Tournaments and Services, and his committee are to be highly commended for an outstanding performance during the past year. They established effective procedures and guidelines for the new administration, and participation in our tournament and service activities was at an all time high.

Thanks are also in order for our 1981 tournament coordinators: Jack Rinaldo, CIRL Atwood Vacuum (bowling tournament); Dale Hails,

CIRA Dofasco, Inc. (fishing contest); George Stark, CIRL McDonnell-Douglas (photo contest); and John Grubar, National Rifle Association (rifle/pistol matches). Special recognition must also go out to our tournament sponsors: Brunswick Recreation Centers, American Fishing Tackle and Manufacturers Association, Guardian Photo and The National Rifle Association. Without their advice, assistance and contributions of prizes these tournaments could not have been the successes they were.

In past years we have talked about our great potential for additional growth and service. Now the potential is even greater because of the unlimited new options that our name change, National Employee Services and Recreation Association (NESRA), will create for us. As this new era begins for our organization, during the transition from NIRA to NESRA, our efforts and energies will become even more diversified. We will broaden our scope and hopefully provide new and different services in order to attract a more diversified membership.

Too frequently, in the past, we

have heard the criticism, "Oh, you are the fun and games people." Few outsiders recognize or realize the effort and time we put into our jobs. Now is the time to educate our skeptics and really sell them on NESRA. Many of us already wear several hats for our respective companies, but we may also be asked to take on additional responsibilities in the employee services field.

In future issues of Recreation Management Magazine, I would like to see articles about available services and programs, as well as articles about our tournaments and contest activities. We are all often contacted by fellow NIRA members who want information on how to start a particular activity or program. It is certainly in our best interest to develop a series of "how to" articles on employee services and activities for our present and future members.

Please feel free to submit any story ideas you may have to Patricia Desmond, Editor, *Recreation Management Magazine*, at NIRA/NESRA headquarters: 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. She may also be reached by calling (312) 346-7575.

# Employee Morale is Top Priority at Hyatt Orlando

by Debbie Harris

At Hyatt Orlando orientation sessions, Regional Vice President and General Manager Charles Andrew welcomes new employees with statements like . . . "We want all of our people to be happy with their jobs . . . We try to make this a fun place so that our employees will always look forward to coming to work."

When Andrew and his Hyatt staff took over management of the 960room hotel in 1973, one of their first goals was to improve employee morale. Based on his successful career in management, Andrew was convinced that the best way of increasing productivity and efficiency was to create a feeling of "family" among the work force.

The new management team began by sponsoring a holiday party for the employees. "They were shocked at our Christmas party", recalls Andrew. "We gave out turkeys to all employees and entertained their children by delivering Santa Claus in a helicopter."

That first Christmas party became an annual event and set the stage for a vast array of employee activities. Back in 1973, Andrew entertained only some 200 "family" members; today more than 650 employees enjoy special events at the Hyatt Orlando.

Of the 650 employees, about eighty are part-time personnel. The work force ranges in age from 18–70 years with 5% retirees. At least 60% of the employee population is single.

All employees, full and part-time, are able to participate in a wide variety of hotel-sponsored activities. "We always get a good turn-out at our special events", says Andrew. "In fact, I'd say over half of our employees regularly take part in such activities."

Many of these activities are annual affairs designed solely for the enjoyment of Hyatt Orlando employees. Each year the hotel's "social calendar" includes everything from Hyatt's Great Skate (a roller skating party for employees and families) to an employee's "Gong Show". Other activities, such as a 50's Party, the Hyatt rendition of "The Price Is Right", a take-off on television's "Family Feud" (called Departmental Feud), an intrahotel Bake-Off and a Hot Dog Eating Contest are just a few selections from



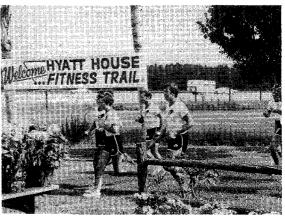
A '50's party is just one of the many varied social activities offered to employees of the Hyatt Hotel, Orlando, Florida.

(continued on page 24)

The Hyatt-Orlando, site of NESRA's 1982 Conference and Exhibit, offers a well-rounded program of employee services and activities to its employees. At right, the "Hyatt Stryders" pose with Vice President and General Manager Charles Andrew after winning a top award they undoubtedly prepared for on the 1.3 mile fitness trail (below right) installed for their benefit on the hotel's grounds. Smiling for the camera (bottom) is the Hyatt sponsored women's softball team while in the photo just below, Andrew presents the Employee of the Year Award at the annual employee awards banquet.









#### **Employee Morale**

(continued from page 22)

the repertoire of employee events sponsored by the hotel.

According to Andrew, "We hold these events for two reasons—to bring all the employees together for communication of hotel information and, at the same time, reward them for service to the hotel by providing entertainment and fun!" Amidst the hoopla and fanfare, the hotel management is cautious to avoid losing any serious messages that need to be relayed at these "meetings".

Individuals that have participated in programs like the hotel's "Good Idea" and "Find A Friend" promotions are often rewarded at employee get-togethers. Cash awards are distributed and achievements recognized.

Perhaps, the two greatest productions of the year are the employees' Annual Awards Banquet and the Family Picnic. The Awards Banquet is a gala function held to honor all employees that have been at Hyatt Orlando for two or more years. In

relaxation . . . a break from the competitiveness of our industry."

About 15% of Hyatt Orlando employees participate in activities related to physical fitness. Andrew is a Director on the Board of the local chapter of the American Heart Association and is also an avid supporter of physical fitness for the betterment of health.

In 1978, Andrew supported the American Heart Association by installing a 1.3 mile fitness trail at the hotel. "The trail was originally intended for use by our guests", he explains, "however we soon found it was very popular with our employees."

As a result of the Fit-Trail, the hotel formed the "Hyatt Stryders" to encourage employees to run, walk or exercise for fitness. At one time, the club was comprised of more than fifty employees. Members exercise together and receive discounts on running gear.

Incentives were set up so that the "Stryders" could receive awards like jackets and watches for running or walking a certain number of miles. "We even had one employee log 1000 miles within a year", com-

"... At Hyatt we try to eliminate the '9 to 5' attitude by always giving our employees something to look forward to at work ... It's that intangible of morale ... without it you're dead ..."

addition, the hotel offers its own version of the Academy Awards called the "Charlies" (named after Andrew, of course). "These awards go to employees who have exhibited superlative service", according to Andrew. An "Employee Of The Year" is also selected and usually receives a week's paid vacation to a city in the United States. Andrew continued, "The other highlight of our year is the picnic which more than 1,200 people attend. Employees and families get together for a day of fun and

ments Andrew. "For her efforts, she received a gold medal!"

For athletically inclined employees, the hotel sponsors basketball, softball and bowling teams to compete in local leagues. Although only a small percentage of employees actually compete in these sports, a greater number attend the games to provide support for the teams. Whether participating or cheering, the hotel-sponsored activities are recreational outlets for employees.

The list of employee-related activities goes on to include "Hyattrain" classes, instruction in CPR (Cardiopulmonary Resuscitation), an active Fire Brigade and a weekly newsletter in which the busy "social calendar" for employees is published. Many of these employee programs are common in other Hyatt Hotels. According to Andrew, "Employee events are created as appropriate to particular hotel locations, circumstances and area needs. Hyatt is not so structured that we have to abide by a strict program and budget for employee relations."

Most of the employee programs are cooperatively assembled by the hotel's Personnel and Public Relations departments. Quite often employee meetings will be delegated to other department heads for handling. Departments are free to choose a theme for the event and frequently a committee is formed to coordinate all activities for the production.

Frequently, the employees actually get involved in planning the events. Each year the hotel sponsors two major events with the assistance of employee volunteers—the Hyatt "Run For Heart", a crosscountry race on hotel grounds; and the Kool Pro-Balloon Tour World Championship hot air balloon races. "A benefit we derive from sponsoring these events is the mixing of employees and managers at all levels", comments Andrew. "So often employees from one department don't mingle with managers or other employees as much as they'd like . . . so we provide the means for association. It's really difficult to measure the benefits of employee activities. It's that intangible of morale . . . without it you're dead. At Hyatt we try to eliminate the "9 to 5" attitude by always giving our employees something to look forward to at work."

A new idea . . . a new incentive . . . a better way . . . an unusual direction. According to Andrew, "We never have enough ways to make the job more interesting and exciting, but we'll keep trying." Today, at the Hyatt Orlando, excellent employee relations is not just a goal—it's a reality!

# **NEWS IN BRIEF**

#### Van Pooling Highlighted In Free-Loan Film

Van pools reduce traffic congestion and conserve energy, in addition to cutting commuter costs significantly. One successful story of corporate-sponsored commuter services is documented in the new 16mm film "Operation Van Pool," presented by the Chevrolet Truck Merchandising department of the General Motors Corporation.

This fast-paced 16-minute film pinpoints the advantages of "pooling" and spotlights organizations that have successfully developed corporate commuter services. In addition to conservation and other savings, the film points out some hidden benefits of van pooling, including improved corporate-employee relations.

Prints of Chevrolet's "Operation Van Pool" are available on free-loan basis and may be obtained by contacting Modern Talking Picture Service, 5000 Park Street North, St. Petersburg, Florida 33709, (813) 541-7571.

# **Preventing Accidents With Defensive Driving**

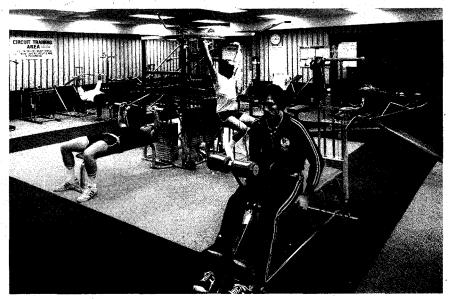
The most severe type of traffic accident, accounting for more than 42 percent of all traffic deaths is the two-car crash, according to the National Safety Council.

The Council reports that 51,900 people were killed in traffic accidents in the United States last year.

In order to make drivers more aware of the possibility of an accident and of the available preventions to it, the National Safety Council is now offering an eight-hour Defensive Driving Course.

The course teaches that defensive driving is driving to prevent accidents despite the incorrect actions of other drivers or poor driving conditions The course also points out six positions that the car can take in relation to your own, just prior to a two-

(continued on page 26)



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#### **NEWS IN BRIEF**

(continued from page 25)

car crash, and gives pointers on how to prevent a crash by practicing defensive driving techniques.

Accidents are preventable by applying a three-point formula: recognize the hazard; understand the defense; and act in time.

Alert drivers should be aware of the conditions in every driving situation. They can be favorable or unfavorable and, if not adjusted to, can lead to an accident. These conditions are: light, weather, road, traffic, vehicle, and driver.

A good habit for drivers to develop which will help them in recognizing and adjusting to hazardous conditions is the pre-trip mental inventory.

The Council suggests that the pretrip inventory begin with the motor vehicle driver thinking about the unusual conditions that can be expected during each trip and how to handle those conditions safely.

The Defensive Driving Course has been taught to more than eleven million drivers and is the course recognized by business, government and the general public for insurance premium reduction and driver's licensing in a number of states.

The course is available through more than 1,400 local safety councils and driver training agencies in the U.S.

# Competitive Fields Still Overflowing

Why do students train for jobs in fields with few job openings?

Inadequate career counseling is the major reason reports the Wall Street Journal. More than 200 college career counselors surveyed by Deutsch, Shea and Evans, a New York consulting firm, claimed poor guidance steered many students in the wrong direction. Almost a third said that better counseling was desperately needed. Presently, only 39% reveal that they currently advise students against oversaturated fields like journalism and college teaching.

There are, however, other facts responsible for this problem. The best job opportunities currently exist in engineering, computers and technical fields—but by college—it's often too late to start preparing for them. Moreover, report a third of the counselors, many students ignore warnings about scarce jobs, figuring "they will be the lucky ones."

A professor promoting his or her field regardless of the lack of job opportunities is yet another frequent factor involved in students entries into overcrowded professions. Students normally respond to a respected authority—in this case the persuasive professor.

To resolve this disturbing problem, 13% of the college career counselors surveyed favor restricting enrollment in certain programs.

#### **Key Federal Offices Listed** In "Federal Fast Finder"

Washington Researchers' new 1981 edition of the Federal Fast Finder is now available. If you are looking for a federal government office, this 53 page publication will provide excellent help at the right price. For only \$5.00 the Finder provides telephone numbers to more than 1,000 federal government departments, agencies, boards, commissions and major offices. It is arranged in alphabetical order by key word to facilitate quick, easy use.

For example, let's say your interest is safety. There are 18 offices with the word "safety" in the title. Because the directory is arranged in alphabetical order by key word, you don't have to know the exact name of the agency. You just have to know your area of interest. The Federal Fast Finder does the rest.

The telephone numbers given are for public information or public affairs offices of the agencies and departments. These are the offices equipped to handle inquiries from the public. If they cannot answer your questions, they will transfer you to those which can.

The book also includes the addresses of 86 major federal govern-

ment offices in the three branches of government, phone numbers for 66 recorded messages to tell you everything right up to the minute—from Defense Department News Highlights to the First Lady's daily schedule, and some 50 government "800" toll-free hot-lines. Copies may be obtained for \$5.00 from Washington Researchers, 918—16th Street NW, Washington, DC 20006. Phone: 202-833-2230.

# Sports Medicine Clinic: Beginning of a Trend

The growing problem of sports-related injuries among amateurs has sparked the development of several sports medicine clinics across the country, according to a report in *University of Oregon News*.

Both the University of Oregon and Oregon State University sports medicine clinics aim to heal the injured amateur, recreational athlete.

"It's essentially an expansion of the general clinic," states Dr. Frank Baynes, staff physician at the University of Oregon's clinic. "Now, with a full-time athletic trainer and closer cooperation with the physical therapists and their equipment, we're giving comparable care to the students who don't happen to be trained athletes."

The clinic deals with a variety of injuries, though there seems to be a steady flow of running-related problems, particularly "runner's knee." The remainder of injuries treated are those suffered during whatever sport is in season, such as football, basketball, soccer, softball, tennis and field hockey.

A considerable number of dancers, suffering from "pulled muscles," also use the clinic.

The average injured athlete who enters the clinic, normally undergoes a complete program which includes examination, treatment and follow-up, physical therapy or rehabilitation exercises.

Baynes anticipates further expansion of space and equipment as the

(continued on next page)

use of the clinic steps up. He also envisions "more preventive therapy, such as mini-seminars that offer information about running properly, tips on selecting running shoes and other sports-related medical advice." Funds are limited, however, as they are derived from the students fees which form the health services budget.

"We'll probably see that we're the beginning of a trend," staff director Dr. James Jackson remarked. "People are more concerned with rehabilitation than they used to be. They get into athletics out of a concern for physical fitness. When they get hurt, that concern leads them to seek more than 'just rest'. They want to find out exactly what's wrong, make it right, and get back to whatever they were doing as quickly as possible."

### Hold "Economy Road Rally" With Tips From 4-H Council

"Automobiles and Energy" is a new 4-H publication that focuses on driving for economy. Featured among the many group activities are detailed instructions on how to hold an economy rally, including a sample rally design, rally rules, a sample entrance sheet and suggested people to help conduct the event. Other topics of interest include car maintenance and fuel-saving tips.

The manual, which is an advanced unit of the 4-H Automotive Program, is produced by National 4-H Council, with funding from The Firestone Tire and Rubber Company, the National 4-H Automotive Awards Program sponsor. More than 55,000 young drivers nationwide are involved in this program, supervised by the Cooperative Extension Service.

"Automobiles and Energy" can be purchased for 35¢ each, plus shipping, from Educational Aids, National 4-H Council, 150 N. Wacker Drive, Chicago 60606. Order number CO 605.

A descriptive educational aids flier listing this manual, plus other automotive aids, is available free of charge from the same address. Ask for EF 001.

### **NIRA NEWS**



Members of NIRA's 1981 Conference and Exhibit Committee met at the home of Conference Chairman Frank Havlicek, CIRA, to discuss the operation of this year's event.



May 26–29 found NIRA's Executive Director Pat Stinson and Marketing Director Mike Brown in Miami Beach Florida at the 33rd annual Conference and Exhibit of the American Society for Personnel Administrators. The NIRA booth promoted membership development and made the conference's 2,000 attendees aware of the NIRA name change to NESRA—the National Employee Services and Recreation Association.

### Know us by the companies we keep



The National Industrial Recreation is known by the companies it keeps-year after year. Over 2,200 company members represent NIRA, which was established

in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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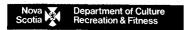
















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#### **ASSOCIATE PROFILE**

### The Preventive Approach to Good Health: Johnson realized their hopes, and with the help of medical and physical fitness experts, opened the Fitness Monitoring Center. They have since defined it as a pre-

In recent years, public interest has surged in physical fitness and personal health, and companies have used and promoted this interest to create a multi-million dollar business.

Now, Fitness Monitoring provides a firm foundation for all health and fitness programs. A diagnostic center run by the firm determines how physically fit an individual is, and what specific steps the individual must take to become even more fit and to reduce health risks. The evaluations and screenings include a review of the individuals' lifestyle, a posture evaluation, blood analysis and tests to determine the percentage of body fat, muscular strength, lung function, body flexibility and reaction time, and cardiovascular strength. An exercise and fitness program is then designed tailored to meet the specific needs of each individual.

Six years ago, Fontana, Wisconsin businessman William Turner and exercise physiologist LaVon Johnson conceived the idea of Fitness Monitoring. These men felt

there should be a way to conduct expensive medical and physical fitness tests economically and quickly in order to evaluate and counsel people about keeping fit. Then, in June of 1980 at the Playboy Resort and Country Club in Lake Geneva, Wisconsin, Turner and Johnson realized their hopes, and with the help of medical and physical fitness experts, opened the Fitness Monitoring Center. They have since defined it as a preventive medicine clinic designed to serve one individual or a large corporation.

The idea behind this company is based on the belief that major advances in health in the future will come from what people are willing to do for themselves. It also believes that progressive companies will be willing to invest in preventive medicine for future pay-offs in higher productivity, reduced absenteeism, lower health care costs and fewer disability and compensation claims, in addition to the general improvement in the health and well-being of their employees.

Fitness Monitoring also provides executive examination programs, group screening programs, educational and promotional clinics, and many other services which will assist the employer in establishing preventive health and fitness programming for employees.

For further information regarding Fitness Monitoring's services, call or write: Buck Carper, Fitness Monitoring, Playboy Resort and Country Club, Lake Geneva, WI 53147. Phone: 414/248-8099.



#### The American Cancer Society thanks you. Your employees thank you. Their families thank you.

You've become a life saver. Literally. For installing our Employee Education Program. For letting us supply free films, exhibits, speakers, pamphlets, posters, and articles for your company publications. For accepting our help in arranging "action" programs for your employees... for detection of colorectal cancer, instructions in breast cancer examination, for detection of cervical cancer via the Pap test. For simply understanding that if cancer is detected in its early stages, chances for cure are greatly increased. Thank you.

Hundreds of companies now have an American Cancer Society Employee Education Program. If yours isn't one of them, call us.



### **EVIDENCE**

by Frank Havlicek, CIRA Motorola, Inc. NIRA Vice President Research & Education



EVIDENCE is a new column to be published periodically in Recreation Management that will supply readers with new "evidence" that can be used to sell management on employee programs and services. EVIDENCE is compiled by the Research and Education committee under the direction of its Vice President Frank Havlicek. Should you find material you feel would be useful "evidence" in obtaining management support of employee programs, please send it to Frank Havlicek, Motorola Inc., 1303 E. Algonquin Rd., Schaumburg, Illinois, 60196.

• The fitness boom has resulted in tens of millions of middle-aged Americans plunging into sports, and with it has come the problem of injuries. An estimated 17 to 20 million injuries now occur among weekend athletes each year which cost an estimated \$40 billion in lost work time. Dr. James A. Nicholas of the Institute of Sports Medicine and Athletic Trauma at Manhattan's Lenox Hill Hospital reports that "For the first time in the last five years, deaths

from coronary disease are down 10%. Hypertension is under control with medication, and exercise has been shown to be of great value. But for the middle-aged athlete (36–55) caution and consistency are advised. It's just not smart to start playing basketball or racquetball at 40 without having yourself checked out first."

• Donald W. Bowne, M.D. vice president for medical services of the Prudential Insurance Co., told the Assn. of Life Insurance Medical Directors of America of a recent study that showed that "healthy employees are more productive workers who generate less absenteeism and lower medical bills."

The study showed that compared to a staff of some 1,300 employees who averaged 8.6 "disability days" each in one year, the 556 participants in the insurance company's fitness program averaged 3.5 "disability days" for the year. He said there was both subjective and objective evidence that the program was working.

The program called for the employees to exercise at least three times a week for at least 20 minutes, at an intensity vigorous enough to increase the heart rate to 70%–80% of the maximum predicted rate. There were classes in aerobic dancing, calisthenics and jogging, along with

lectures on obesity, smoking, alcohol abuse, stress and diet.

- The Dept. of Interior Heritage Conservation and Recreation Service makes a good point in its' Values of Parks and Recreation. Deferred maintenance often yields drastic damage to park and recreation facilities. Damage to structures has a multiplier effect due to rising inflation and the cost of repair or replacement.
- If you are planning a banquet in the near future take a good look at prime rib for your menu. In the last seven years prime rib has increased less in price, 26.3%, than any of the other usual entrees. Here's a sample:

	1973	1980	Increase
Tenderloin (8 oz.)	\$1.95	\$3.05	56.4%
Prime Rib (8 oz.)	1.90	2.40	26.3
Shrimp (6 oz.)	1.42	2.32	63.4
Ground Steak (8 oz.)	.30	.75	150.0
Chicken (portion)	.25	.45	80.0
Pork (8 oz.)	.40	.81	102.5

Source: The Marriott Corp.

• Yoga can be an effective means of improving flexibility, but the available evidence indicates that it makes few, if any, contributions to muscular strength and cardiovascular endurance, according to Allan J. Ryan, M.D., editor-in-chief of THE PHYSICIAN AND SPORTSMEDICINE.

### NIRA CALENDAR

#### Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CIRL (213) 354-5367 or lim Mowery (213) 840-4077.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Jeane Lewis—(614) 261-5166.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CIRA (301) 977-0529.

**Long Island Industrial Recreation Directors Association**/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CIRA—(516) 575-2269.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CIRA,—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Council (SEAMET)/Seattle, Washington. Meets on the last Wednesday of the month. Contact Marsha Culley—(206) 655-2442.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt— (408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council WARES Washington, C.D. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

#### **Regional and National Conferences**

**41st Annual NIRA Conference and Exhibit** will be held May 13–16, 1982, Orlando Florida.

**Region I Conference and Exhibit** will be held Oct. 1–4, 1981 at the Boxboro-Sheraton, Boxboro, Massachusetts.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio.

**Region VI Conference and Exhibit** will be held October 15–18, 1981 at the Sheraton Denver Tech Center, Denver, Colorado.

**Region VII Conference and Exhibit** will be held September 17–20, 1981 at the Hilton Riviera Hotel, Palm Springs, California.

For further information about the conferences above contact the NIRA office—(312) 346-7575.

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government. Hardcover. 236 pages. \$14.95 per copy plus postage and handling.**  one copy	☐ The Untapped Potential: Industrial Recreation Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA Employer of the Year. \$3.00.
13 + copies	☐ Principles of Association Management A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. \$15 for NIRA members. \$20 for non-members.
Institution A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.	☐ How to Organize and Manage Tournaments  Everything you need to know: organizing, publicity, teams, leagues, eliminations, and finals. 36 pages. \$5.00.
☐ Employee Recreation: Outlook for the Future A comparison of data compiled from surveys of NIRA members in 1974 and 1978. Covers activities, facilities, staff personnel and salaries, budgets, and more. 67	☐ Standard Sports Areas Dimensions and specifications for more than 70 sports arenas, pools, courts and fields. \$5.00.
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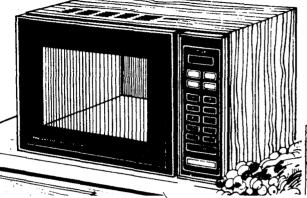






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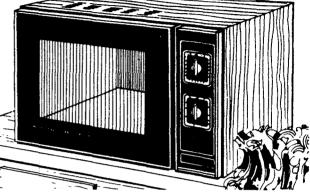
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#### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees \$250 5,001to 10,000 employees \$200 1,001 to 5,000 employees \$160 Fewer than 1,000 employees \$100

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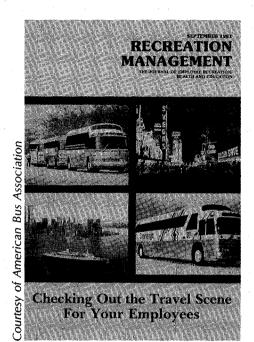
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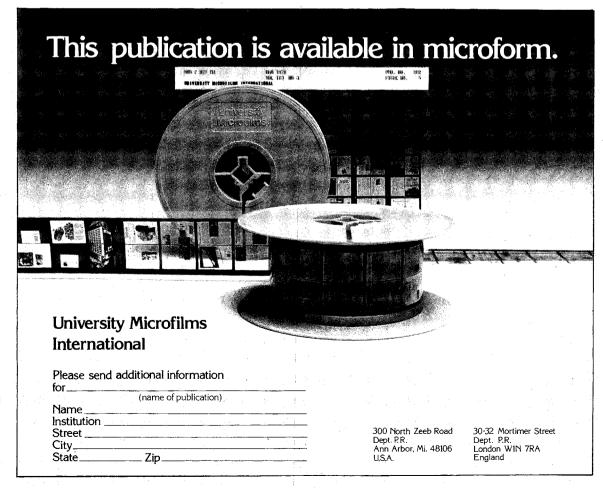
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#### In This Issue . . .



"Checking out the Travel Scene for your Employees" (page 6), is the title of this month's cover story written by Editorial Assistant Lisa DiSilvestro. This story, which focuses on aiding the individual and family traveller, is accompanied by a handy sidebar, courtesy of the American Bus Association, listing a glossary of common travel terms used by those in the industry. And be sure to examine this year's edition of the NIRA Travel Services Directory for listings of transportation services, entertainment centers, hotels, resorts and specialty programs, many of which are available at special discount to NIRA members.

September is the traditional month for United Way campaigns to get underway. In "Corporate Campaigning for the United Way" (page 26) RM details what the United Way is, why it exists, how it works and how companies like your own can set up their own campaigns to help support community needs and services.







#### RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

#### **CONFERENCE TAPES AVAILABLE**

Expand your professional reference library with cassette tapes of the major educational sessions of NIRA's 40th Annual Conference and Exhibit.

#### "EMPLOYEE SERVICES AND RECREATION: ITS ECONOMIC IMPACT"

Complete the order form below and return with your check or money order for \$700 per tape to: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois 60606 (CLIP HERE) Place check (./) next to each tape you wish to order. "IMAGE AND IMPACT OF THE EMPLOYEE SER-"ECONOMIC SURVIVAL OF THE 80's" Betty At-VICES AND RECREATION ADMINISTRATOR" Dr. chison of R.R. Donnelley and Sons Co. and William Richard Robinson Commissioner of Personnel, State B. DeCarlo, CIRA, of Xerox discuss steps that can be of Kentucky, shares his personal study of the inditaken to combat inflation, revenue cutbacks and help vidual traits and characteristics exhibited by high to increase financial resources for your programs. achieving professionals and how these attributes relate to impact of the professional employee services "JAPANESE PRODUCTIVITY: EMPLOYEE SERand recreation administrator. VICES AND RECREATION'S CONTRIBUTION" Dr. Yutaka Morohoshi takes an indepth look at how "GOVERNMENT LEGISLATION AND ITS EFFECT Japanese managers view the importance of our field ON YOUR PROGRAM" Thomas D. Nyhan, senior in relation to their productivity. Though many differpartner; Pope, Ballard, Shepard and Fowle, discusses ences in culture, this session also discusses many par-Illinois' recent legislation relieving employers of workallels. ers compensation claims for "accidental injuries incurred while participating in voluntary programs. ..." and shares ideas on how to initiate similar leg-"MURPHY'S LAW AND RECREATION—NO ROOM FOR ERROR" Marvin Himmel, President, Himmel islation in your state. and Associates, explains that there is an endless list "NIRA CHAPTER DEVELOPMENT AND RETENof details one must consider when planning a pro-TION" Alice Bucca, CIRA, Digital Equipment Corgram. This session discusses how the professional can poration; Mel Byers, CIRA, NIRA Consultant; and Jill stay on top of each paticular while leaving no room Tippin, CIRA, Solar Employees Recreation Associafor error. tion: discuss NIRA's rapid chapter growth in the last few years. The speakers discuss their individual chap-"DECREASING GROUP TRAVEL COSTS IN THE ters and steps that can be taken in the development 80's" John P. Stachnik, member, Board of Directors of a chapter for your locale. National Tour Brokers Association discusses ever "ADMINISTRATION OF A SUCCESSFUL AWARDS changing employee travel programs and shares his ideas on how you can help employees enjoy group PROGRAM" Fred Lenn, Regional Manager, Balfour Company, discusses the psychological aspects reciptravel programs and save money at the same time. ients have toward recognition awards and the many factors that should be considered in determining the "WHAT IS NIRA AND THE FIELD IT REPREtypes of awards that can be presented. SENTS?" Dick Wilsman, CIRA, Johnson Wax and Jill Tippin, CIRA, Solar Employees Recreation Asso-"USING COMPUTERS IN YOUR EMPLOYEE SERciation present an overview of the field of employee VICES AND RECREATION PROGRAMS" One of services and recreation; where it's been and where it's the latest trends in the field is use of computers. Ralph going, along with a discription of the background and Ferrara, CIRA, of General Mills and Joe Smith, CIRA experience necessary to be successful. of PSNS Civilian Recreation discuss the advantages of using a computer and how it can fit into your program. Send tapes to: Name Company \_

Address \_

Phone (\_

City \_

State\_

Total \_ Enclosed \$\_

"COST EFFECTIVENESS OF YOUR PROGRAM"

John Leslie, CIRA, 3M Company, covers ways in

which you can help justify the existence of your pro-

grams through evaluation and cost analysis.

# The NIRA President would like a word with you

### ... about the value of regional conferences

This month's column was submitted by Daniel O'Reilly, Storage Technology Corporation, Louisville, Colorado. O'Reilly is NIRA/NESRA's Vice President for Regional Management.

Involvement in NIRA/NESRA at the local level has seen tremendous growth and properity in the last couple of years and one of the main contributing factors has been some of the truly outstanding regional conferences NIRA/NESRA has made available to its membership.

Last year's Vice President of Regional Management, Richard Wilsman from Johnsons Wax set the wheels of progress in motion by challenging every region in NIRA/ NESRA to set a goal of offering a regional conference at least biannually. In just over one year this goal was realized by the fact that every region in the continental United States is hosting a conference in the 1981-1982 year. Why such a positive transition to regional conferences? Though the reasons are many, the underlying factor has been a shared interest in such common concerns as:

- Alternate ways of financing employee services programs
- Which type of organizational variation best suits my company's needs?
- Corporate fitness: Selling the benefits.

This information and much more can be addressed, debated, discussed, questioned, and shared in lengthy detail at a regional NIRA/NESRA conference.

Geographically speaking, NIRA/ NESRA's regional conferences are usually closer to the majority of the delegates attending, than the annual national conference is, allowing for more specialized sessions and topics that are regional in nature. This is also appealing to many of NIRA/ NESRA's local chapters which do not have the opportunity to attend NIRA/ NESRA's annual conference. The experience they gain by associating with fellow colleagues on the local level is one of the most valuable assets of these meetings.

What are the advantages of attending a regional conference? The primary purpose is to exchange ideas with other employee services and recreation directors in order to further develop employee recreation programs and improved employee services within your own corporation. Specifically the regional conferences purpose is "to promote a better understanding and closer relationship among NIRA/NESRA members, between regular, affiliate, and associate members, and between members and the NIRA/NESRA organization, to showcase the services available through NIRA/NESRA at all levels so as to attract new mem-



Kenneth C. Wattenberger, CIRA Lockheed California Company 1981–82 NIRA President

bers; and to stimulate the educational growth of employee services administrators so as to enhance their professional knowledge and skill."

For those local chapters with ambitions to host NIRA/NESRA's international conference and exhibit, hosting of a regional conference by a local chapter is an excellent means for future consideration and support when the bidding process begins.

Sound stimulating? Just ask someone who's attended a regional conference and see if they're not enthused and excited about their role in the employee services and recreation field. As professionals we owe it to our clients that we service, to stay current and abreast in our professional associations which have a relationship to the interest and work of our companies. Why not attend the next regional conference in your area and see for yourself.

# Checking Out the Travel Scene For Your Employees

by Lisa DiSilvestro Editorial Assistant

More and more Americans today are rediscovering the natural beauty and recreational activities available in their native United States. While some people prefer weekend ski trips in Colorado or scuba diving and golf in Hawaii, others enjoy leisurely ocean cruises to Mexico or the Caribbean. Yet quality trips to these areas may be expensive and difficult to arrange if the traveler is inexperienced. Thus, corporate employee services and recreation managers can be a real asset to their employees by being aware of their interests and available travel options and by assisting them with their vacation arrangements.

While many corporations offer group travel packages with numerous discounts, many employees prefer to travel independently or only with their families. Employee Services managers can develop independent travel programs to assist these employees. Not only will the employees receive higher quality trips with greater discounts, but the corporations will also benefit from more relaxed and well-rounded workers who are bound to be more productive on the job and appreciate the assistance given by their companies.

Aerospace Company has organized a specialized individual travel program for employees of his company (in addition to group and business travel programs he runs). Throughout the year employees use an updated, professionally prepared travel brochure which announces various travel packages and discounts available to Martin Marietta employees. They work with Hollins and local travel agents to receive lodging and transportation discounts and upgraded quality service. Special monthly trips are also announced through company fliers, newsletters and bulletin boards.

Leroy Hollins, Recreation Pro-

grams Director for Martin Marietta



The most popular destinations with his employees vary throughout the year. In winter, Mexico, Hawaii, Caribbean cruises and Colorado skiing are popular. During the summer employees patronize their home state of Colorado, observing its natural beauty in the mountains and state parks. Cruises to Alaska and trips to Europe are also offered.

This month the recreation department is offering 7 nights accommodations at the Grand Bahama Hotel and Country Club for \$439 per person. The hotel is a 2,000 acre resort, with facilities for everything from your favorite water sports to golf, tennis and shopping. Round trip airfare from Denver to the Bahamas; invitations to a cocktail party and other entertainment; tournament prizes for shuffleboard, ping pong, horseshoes, pool, tennis, golf and volleyball; and a tour representative are also included for that fee.

According to Troy Malden, Texins Association Manager for Texas Instruments, and Eric Ovlen, Executive Director of the Lockheed Employees Recreation Association, (Sunnyvale, California), corporate employees can also take advantage of wholesale travel programs. Texas Instruments for example often purchases 10-50 airline seats for a particular destination at discount prices for employees. 30-50% savings for Las Vegas and west coast hotels may be obtained in the same way. Tom Frenkel, Director of Presley Tours, a wholesale tour company, states that employees can often find high quality, high discount vacations through these wholesale programs. Although the trips resemble group packages, employees can still travel independently and customize their itineraries according to their own needs.

Lockheed uses an application and bid procedure to select its annual travel program from different travel providers. This procedure enables the association to offer employees the best possible program while allowing interested travel agencies an opportunity to bid and become part of the travel program. After these programs are announced, employees are encouraged to deal directly with travel wholesalers and agencies to tailor individual vacations to each employee's specific needs.

According to a recent report by the U.S. Travel Data Center, the national, non-profit center for travel and tourism research, automobiles and recreational vehicles were used for most 1980 U.S. summer vacation trips. The homes of friends and relatives, and hotels, motels and other commercial lodgings were the most popular overnight accommodations. Monthly telephone surveys of over 1,000 American adults indicated that one-fourth of all 1980 vacation travelers visited the region comprising the ten southern states. Yet this year 50% more Americans are planning summer vacation travel in the northeastern region (New England, New York and New Jersey) of the United States.

Information from Irene Heavey, Employee Services Director for the Sperry-Univac Federal Systems, Washington, D.C., indicates that travel savings may also be found in these popular areas. A corporate contract with a car rental service offers employees a 20% discount and unlimited mileage for vacation travel. Disney World and other attractions in the southeastern United States are also quite popular. National Car Rental offers, in cooperation with Walt Disney World, discounts on Disney World vacations, and NIRA associate members like the Beach Club Hotel in Fort Lauderdale, Florida, offer valuable hotel and weekend travel packages. New England, New York and Canadian

ski packages are also offered to Sperry Univac employees through the company and a special display of travel information located on the premises.

Another example of a worthwhile tour program is offered by the Lockheed Employee Recreation Association, of Sunnyvale, California. An "Autumn in New England" trip to Massachusetts, Maine, New Hampshire, Vermont and Rhode Island through Travel Bag Inc. features "7 nights 1st class accommodations, most meals, all admissions, deluxe motorcoach transportation, baggage handling, full escort service and all taxes and gratuities (excluding guides and driver)." The per person tour rate is \$645 on land based on double occupancy plus \$458 for airfare.

A survey conducted last May by the U.S. Travel Data Center indicates that "intentions to vacation in the Midwest are down from actual travel last year." Yet travelers may also take advantage of weekend packages like those offered in such midwestern states as Michigan. For example, the February 1981 Michigan Living/Motor News AAA magazine lists many packages including a two-night weekend stay at the Ann Arbor Marriott Inn: "Lodging, wine and cheese basket; and \$25 in fun money toward food, beverage, gift shop or Greenfield Village" is offered for \$96 per couple.

Many bus services offer special fare plans and 10% food item discounts at certain restaurants to senior citizens and handicapped individuals during travel tours. If your corporation has many such employees interested in traveling by motorcoach contact a reputable bus service for further information.

Corporations may want to work with other reputable travel agencies

(continued on page 8)

#### TRAVEL SCENE

(continued from page 7)

and wholesalers to develop similar types of travel programs for their employees. It also pays to know when special discounts are offered in different regions. Michigan, for instance, offers specials on weekends in metropolitan areas and at resort or Northern areas during the week. year-round. This information is available from most travel agents and can result in savings for inexperienced travelers who wish to travel at many times of the year.

Yet, Lydia Scuderi, Midwest Chapter President of the American Society of Travel Agents, cautions that corporations and employees should investigate travel agencies and programs carefully. If the agent is reputable and alert, valuable special bargains can be located throughout the year all over the world. She cites Hawaii and Jamaica as examples. While Hawaii is still one of the most popular vacation spots in the world, it has recently experienced slight declines in tourism rates. Consequently most agencies are offering lower-priced hotel packages and reduced year-round airfares. On the other hand, Jamaica is growing in popularity and offering incentives such as two-person rooms for the price of one and free one-day car rentals.

Presley Tours Director, Tom Frenkel offers additional advice to corporations and independent travelers: Airline prices often rise significantly

from year to year and employees can take advantage of considerable savings through early planning. Introductory fares for new airline routes are often quite low. By calling agents or airlines in advance and planning a trip at the beginning of a route, travelers can travel from places such as the Ozarks to Florida for only about \$100 per person.

#### Foreign Travel

Although trips abroad fluctuate annually based on the value of the American dollar, recent dollar devaluations in Europe have made food and lodging very costly to American travelers. Rising fuel costs and transoceanic air fares have also raised the price of transportation. While budgetconscious employees can take advantage of European travel packages, Frenkel suggests that they try North American alternatives to European travel.

For instance, while travelers may want to experience the thrill of Paris. they can also find French culture in North America offering the same enjoyable atmospheres of Paris at more affordable prices. Montreal, Canada, offers a unique cultural French atmosphere similar to Paris. Yet the differences in airfares may be as high as \$500 round trip. In addition travelers can actually benefit from the exchange rate since each U.S. dollar is worth \$1.15 in Canadian currency. Travelers can also ski in the

Canadian or U.S. Rockies as opposed to the Italian Alps, and can find similar challenges white-water rafting in Colorado, Alaskan or West Virginian rivers instead of the famed Austrian ones.

#### Off-Season Travel

Off-season or off-peak travel refers to lowered fares or hotel rates during periods which aren't the peak (or busiest) seasons in certain areas. While agencies may offer valuable off-season or shoulder-season (either side of the peak season) rates, especially to families, Tom Frenkel cautions that the unwary traveler may get exactly what he pays formany off-season bargains may result in lower-quality vacations.

For example, the peak season for Caribbean cruises is the winter months of January and February. During the shoulder seasons (September through December and March through May) travelers can save at least \$100 per person. While the spring shoulder season is still ideal for the cruise, the fall is the tropical storm season and isn't generally promoted. The offseason summer months are also extremely hot and humid, yet the prices are lower and an unreliable agent may not explain the differences. Contact reliable travel agents for further rates and other information on shoulder and off-season travel to various destinations.

(continued on page 10)

#### professional services directory



ONE MONY PLAZA • SYRACUSE, NEW YORK 13202 • 315/475-4157

### ON THE GO? TRAVEL TERMS TO GET YOU THERE

The following travel terms and their definitions are a few of the many that can be found in the American Bus Association *Travel and Tour Dictionary*. To obtain a free copy or other information on motorcoach travel, contact Neil Boggs, Vice President, Public Information, American Bus Association, 1025 Connecticut Ave. NW, Suite 308, Washington, DC 20036. Phone: (202) 293-5890.

#### **ACCOMMODATIONS**

**Adjoining Rooms**—Two or more rooms side by side without a connecting door between them.

**Connecting Rooms**—Two or more rooms with private connecting doors permitting access between rooms without going into the corridor.

**Double**—A room with one large bed for two persons.

Efficiency—An accommodation containing some type of kitchen facility.

Hospitality Suite—A parlor with connecting bedroom(s) to be used for entertaining.

Quad—A room that can accommodate four persons.

**Single**—A room to be occupied by one person

**Studio**—A one-room parlor set-up having one or two couches that convert to a bed.

**Suite**—A parlor connected to one or more bedrooms.

**Twin**—A room with two single beds for two persons. Beds can be adjoining with a common headboard.

**Twin Double**—A room with two double beds for two, three or four persons; sometimes called a "family room" or a "double-double."

ALL EXPENSE TOUR—A tour offering all or most services—transportation, lodging, meals, porterage, sightseeing, etc., for a pre-established price. The terms "all-expense" and "all-inclusive" are much misused. Virtually no tour rate covers everything. The terms and conditions of a tour contract should specify exactly what is covered.

**BEST AVAILABLE**—A reservation pledging a principal (a) to provide some sort of accommodation and (b) to upgrade the client if possible.

**CONFIRMED RESERVATION**—An oral or written statement by a supplier that he has received and will honor a reservation. Oral confirmations have virtually no legal worth.

Even written or telegraphed confirmations have specified or implied limitations. For example, a hotel is not obligated to honor a reservation if the guest arrives after 6 p.m., unless late arrival is specified.

**DELUXE**—In travel usage, presumably "of the highest standard." A much misused, and in many respects, meaningless term except where employed as part of an official rating system.

DEPOSIT RESERVATION—A reservation for which the hotel has received cash payment for at least one night's lodging in advance and is obligated to hold the room regardless of the guest's arrival. Most commercial hotels do not feel obligated to refund deposits unless reservations are cancelled at least 48 hours in advance. Cancellation policies at resort hotels vary and should be verified in advance.

**EUROPEAN PLAN**—A hotel rate that includes bed only; any meals are extra.

**EXTENSION**—A trip to be taken before, during or at the conclusion of a basic tour for which all reservations and arrangements can be made and usually optional for members of a tour group at additional cost.

**GROUND OPERATOR**—A company or individual providing such services as hotel accommodations, sightseeing, transfers, and other related services, exclusive of transportation to and from a given destination. Sometimes called "purveyor."

**GUARANTEED TOUR**—A tour guaranteed to operate unless cancelled before an established cutoff date (usually 60 days prior to departure).

**HIGH SEASON**—The period of the year when occupancy or usage of a hotel or attraction is normally the highest. High usage also invariably means higher prices for rooms or admissions.

**HOSTEL**—An inexpensive, supervised lodging, particularly for young people.

**HOTEL CLASSIFICATION**—There is no official classification or accepted rating system for U.S. hotels, but the following definitions are generally understood throughout the U.S.

**Deluxe**—A top-grade hotel, all rooms have private bath; all the usual public rooms and services are provided; a high standard of decor and services is maintained.

First Class—A medium-range hotel; most rooms have private or semi-private bath; most of the usual public rooms and services are provided.

**Tourist (Economy or Second Class)**—Budget operations; most have private baths; services may be very limited.

**LAND ARRANGEMENTS**—All services provided to a client (except ongoing transportation by public carrier) after he has reached his destination.

**LAND OPERATOR**—A company that provides local travel services, transfers, sightseeing, guides, etc.

LOW SEASON—That time of the year at any given destination when tourist traffic (and often rates) is at its lowest.

#### **MEALS AT HOTELS:**

**American Plan**—includes three full meals and room.

**Bermuda Plan**—Includes a full, Americanstyle breakfast and the room.

Continental Breakfast—Consists of juice, toast, roll or sweet roll and coffee or tea/milk.

**European Plan**—No meals included in room rate.

Modified American Plan—The rate includes breakfast, dinner and room.

OFF-PEAK—In reference to a fare or a hotel rate, during period(s) other than those that are usually busiest.

ON REQUEST—Term used by hotel reservation services indicating they cannot confirm the room at the requested hotel, but that a confirmation must be obtained directly from the hotel.

**OPTION**—A tour feature extension or sidetrip offered at extra cost.

PACKAGE TOUR-A package tour is a saleable travel product which offers at an inclusive price, several or more travel elements which would otherwise be purchased separately by a traveller. A tour package can include, in varying degrees, any or all of the following elements: lodging, sightseeing, attractions, meals, entertainment, car rental, transportation by air, motorcoach, rail, or even private vehicle, and it may include more than one destination. A package has a predetermined inclusive price; number of features, and length of time, but can offer additional optional elements which permit the purchaser to extend the length of the package or purchase added features.

**RESPONSIBILITY CLAUSE**—That section of a brochure that spells out the conditions under which a tour is sold. It should include the name(s) of the company or companies which are financially responsible.

(continued on page 10)

#### TRAVEL TERMS

(continued from page 9)

**RETAIL TRAVEL AGENCY**—A business establishment engaged in selling transportation and other travel services and products directly to the public.

#### **ROOM RATES:**

Day Rates—Usually one-half the regular rate of a room for use by a guest during a given day up to 5 p.m. Sometimes called a "use rate."

**Group or Flat Rate**—Specific room rate for a group agreed upon by the hotel and group in advance.

Net Wholesale Rate—A rate usually lower than the group rate, applicable to groups or individuals when a hotel is specifically mentioned in a tour folder. This rate is marked up by the wholesale sellers of the tour to cover distribution, promotion and retail commission costs.

**Rack Rate**—The current rate charged for each accommodation as established by the hotel management.

SCHEDULE AIRLINE—A domestic or international airline certified to service designated routes according to stipulated schedule. Scheduled carriers may also operate charter flights.

**SERVICE CHARGE**—(a) a specified percentage of a hotel bill (usually 10% or 15%) assessed against a guest; in return the guest presumably is relieved of the responsibility for tipping. (b) a fee charged to a client by a travel agent for services rendered to him in addition to the commissions paid to him by the supplier.

**SHOULDER PERIOD**—A calendar period between a peak season and off-season. Airlines, for instance, generally offer promotional fares during off-season or shoulder season periods.

**TOUR BROKER**—A company or individual licensed and bonded by the Interstate Commerce Commission to operate motorcoach tours beginning and extending to points in the United States as permitted by the scope of their license.

**TOURISM**—The business of providing and marketing services and facilities for travelers. Thus, the concept of tourism is of direct concern to governments, transportation carriers, and the lodging, restaurant, and entertainment industries, and of indirect concern to virtually every industry and business in the world.

**TOURIST**—Any person who travels in excess of 100 miles from home except on a commuter basis.

**TOUR OPERATOR**—A company which creates and/or markets inclusive tours and/or performs tour services and/or subcontracts their performance. A tour operator has responsibility for advertising, selling, folder distribu-

tion, and reservation operations of a tour. Many tour operators sell through travel agents and directly to clients.

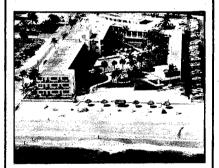
**TOUR OPTION**—Any component of a package tour that is not included in the package price but may be purchased as an added feature or to extend the length of the package. Tour options are purchased at additional cost.

TOUR ORDER—A coupon given to the purchaser of a tour package, identifying the tour, the seller, and indicating that the tour is prepaid. The purchaser then uses this form as proof of payment and receives vouchers for meals, baggage handling, transfers, entrance fees, etc.

**TOUR VOUCHERS**—Documents issued by tour operators to be exchanged for accommodations, meals, sightseeing, and other services. Sometimes called coupons.

WHOLESALER-A company that usually creates and markets inclusive tours for sale through travel agents. Often used interchangeably with tour operator, but several distinctions might be drawn. (a) a wholesaler presumably sells nothing at retail; a tour operator often sells at both the wholesale and retail levels. (b) a wholesaler does not always create his own products; a tour operator virtually always does. (c) a wholesaler is less inclined than a tour operator to perform local services. Industry reportage often fails to make distinctions, and to confound things further, many travel companies perform any or all of the functions of travel agent, contractor, tour operator, and wholesaler.

### THE beach club



Special Industrial Rates

Catering to individual, couple and family vacationers.

Please write for information.

Jack Lindeman 3100 North Ocean Boulevard Ft. Lauderdale, Florida 33308 Area Code 305 - 564-8502

Our Own Private Beach

#### TRAVEL SCENE

(continued from page 8)

Employees can find many popular attractions and activities in the United States and its North American neighbors. Corporate managers along with reliable travel personnel can help employees enjoy affordable and high-quality vacations through well-developed travel programs.

The U.S. Travel Data Center's current activities include measuring the economic impact of travel and monitoring changes in travel markets. The Data Center is also a recognized source of current data and is used by business and government to develop market strategies and tourism policies.

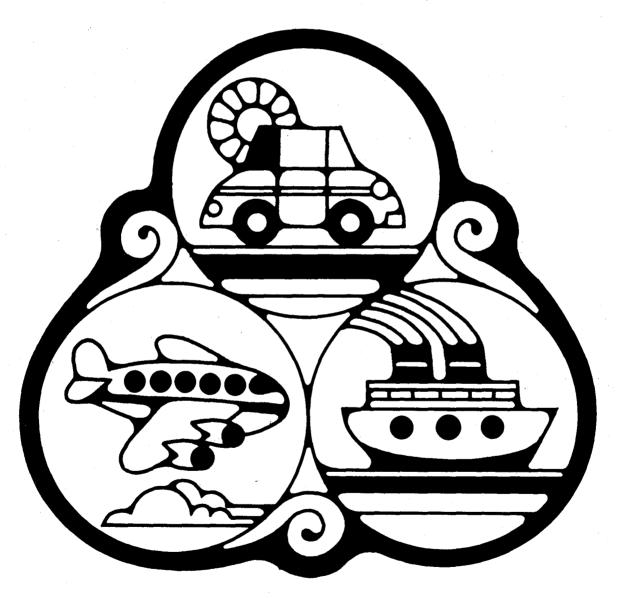
A variety of travel publications (listed in the U.S. Travel Data Center

1981 Guide to Programs, Membership and Publications), are available from the U.S. Travel Data Center. Among them are the 1981 Travel Survey and the Travel Printout, a monthly newsletter. For further travel information contact Ida Simmons of the U.S. Travel Data Center, 1899 L Street, N.W., Washington, D.C. 20036. Phone: (212) 293: 1040.

#### CORRECTION

A story on the Lockheed-California Recreation Club (August, 1981, page 4) stated that "more than \$3,000,000" was saved on two employee recreation programs. The copy should have read that "more than \$300,000" was saved. Recreation Management regrets the error and any confusion it may have caused.

# NIRA TRAVEL SERVICES DIRECTORY 1981



Transportation • Cruises • Entertainment Hotels/Resorts • Travel Wholesalers Tourist Information

### TRAVEL SERVICES DIRECTORY

#### **Hotel/Resort Properties**

BEACH CLUB HOTEL
Jack Lindeman
3100 N. Ocean Blvd.
Ft. Lauderdale, Florida 33308
305/564-8502



#### THE BREAKERS RESORT HOTEL

The Breakers Resort Hotel Ocean Front & 21st Avenue, North Myrtle Beach, South Carolina 29577 Vernon P. Brake, General Manager 803/448-2474

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(continued from previous page)

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(continued from previous page)

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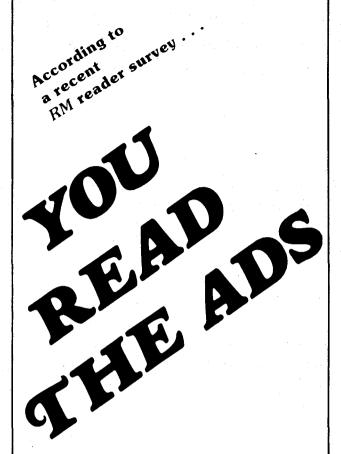
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Melvin C. Byers, CIRA
NIRA Consultant

We are interested in offering pre-retirement programs for our employees who have expressed a desire in planning for their futures. Do you find the packaged pre-retirement programs to be satisfactory? And how can a company evaluate and improve its own program?

A Many employees approaching retirement express a desire for continuing assistance in planning. Industrial retirement preparation programs of many variations are offered. The University of Chicago and the University of Michigan have been two of the forerunners in this research. Many other universities have become interested and are also offering seminars and lectures in retirement preparation. In my estimation, one of the most complete and effective programs is "Action for Independent Maturity" (AIM), a complete retirement conditioning program provided by a division of the American Association of Retired Persons, 2720 Des Plaines Ave., Des Plaines, Illinois, 60018. Telephone (312) 298-2850.

I have found, however, that the varied and complex retirement benefit programs offered by managements of business and industry are either vague, poorly explained, misunderstood or inadequate in some phase of the benefit package.

There are five factors of greatest interest to the employee about to retire and those already retired which are constantly brought to my attention. The first problem area lies in the interpretation of the company's retirement benefits and the processes required to obtain some of them. All of this information should remain easily accessible to the current and prospective retirees.

Second is the need for a knowledgeable consultant to call on an appointment basis. An expert is needed to

deal with questions related to what further health, death and auto coverage should be acquired, and which insurance companies give the best coverage.

Thirdly, the procedures concerning claims to Medicare, other insurances, veterans benefits involving free medication, service connected disabilities and hospitalization are but a few for which information and help is required. Again, the retiree must be given assistance to determine alternatives.

Disability discrepencies rise as a fourth area which needs to be resolved. A sizable number of employees are on disability status with their company and are many years away from retirement conversion. Insurance companies paying disability claims are apt to harass the person now becoming client. By the time retirement takes effect, these people often have not received any constructive pre-retirement help. Suddenly, benefits and incomes are cut off, thereby becoming a problem of considerable concern.

Finally, there seems to be little information or opportunity for added income sources, especially for those retirees of short employment with a company and where an absolute need to find additional income is imperative. Job placement facilities or mere guidance would certainly help an ambitious retiree.

A good program is one that provides answers to the retirees' questions and aims to solve both financial and social problems. Not only can you supply them with knowledgeable personnel to respond to their new financial situation, but you can also attempt to fill their newly acquired free time with company programs and activities. Retirees make great substitutes for bowling or golf leagues. You may also want to include them in regular card games.

The concept of inviting department heads to discuss happenings in their operations is also an excellent idea. It is a good policy to keep retirees updated regarding their former jobs, for most of them express concern about the progress of their company. And, don't forget to include them on the company mailing list for publications such as the company newsletter or newspaper.

The majority of programs which retirees enjoy are of a social nature. Dinners, luncheons and parties, as well as activities like bus tours to various attractions and historical sites. The benefits of seminars and lectures which can provide hints regarding home safety and security, Medicare, company pensions, investments and discount purchasing are greatly appreciated by retirees.

Yet, programs such as these, as well as the formation of retiree clubs, require advanced planning from both management and retirees. There is a definite need for recognizing the retiree not as an ex-employee but as one still productive, alert and part of an active society. And the best way to do this is by offering substantial pre-retirement planning—both financial and social.

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### RECOGNIZING THE NEED FOR EMPLOYEE RECOGNITION

by Ellie Hole, Marketing Manager Recognition Products Group, Balfour Company

In an era when microprocessors and robots are hailed as the answers to America's productivity problems, programs of recognizing employees may seem a bit oldfashioned. Yet in the modern environment they are more valid than ever—perhaps even indispensable.

Experience has shown that well conceived, effectively administered employee recognition programs can enhance productivity, improve safety on the job, or increase sales results—while helping to retain valued employees. The increasing sophistication of manufacturing and processing techniques makes employee retention an important corporate goal. Turnover translates into costly training.

Over the years, employee recognition has too often consisted merely of handing out awards for years of service, culminating perhaps in presentation of the proverbial gold watch. "Survival pins" is the less than enthusiastic term we often hear applied to service awards.

Such forms of recognition, in many cases, are not so much programs as they are habits. As a long-time designer and manufacturer of recognition products, Balfour came to believe that companies might be missing opportunities to make employee recognition, including service awards, more meaningful, and have more impact on the companies performance. We saw that designing programs was as important as designing recognition jewelry. We formed the conviction that personnel managers could make contributions to plant or office productivity on a par with those of engineers and production experts.

As a result, our own marketing has a new dimension: we call it the "consultative approach." Our national field force has, in effect, taken on a new responsibility: helping personnel managers mount effective employee recognition programs, even to the extent of providing appropriate remarks to accompany an award.

In order to provide a firmer footing for such advice, Balfour in recent years has sponsored independent studies of employee recognition. The most far-reaching was a series of 21 focus group discussions held in 16 major cities, with an average of 10 participants, each group representing diverse industries but having similar jobs, ranging from top management to blue collar.

#### **Study Topics**

Overall, more than 200 participants expressed their views on: relationships with subordinates or superiors; awareness of corporate recognition programs; their attitudes toward awards; and, above all, motivation to work and its relation to recognition.

What was remarkable was the concurrence among participants in almost every attitude expressed. One commonly expressed view may surprise many: that the absence of recognition on the job leads to insecurity, and to doubts about one's self-worth:

"I expect communication between myself and my superiors in terms of the job I'm doing. And I don't mean once a year when it comes time for a raise." (Top Management)

"If I don't get told . . . I worry about my performance . . . there is always somebody else ready to take over my job."

(Middle Management)

"I work very hard and I feel I want to be recognized as a person."

(Blue Collar)

Most employers attempt to recognize employees' efforts with raises, bonuses, benefits, and other monetary rewards. Naturally these are important in encouraging longevity and performance.

"Money tends to lead to power and more responsibility and that's what I think most people who achieve look for."

(Top Management)

"I'd say money's important—about 60%."
(Middle Management)

"I don't want a title; I want the money."

(Blue Collar)

However, the participants also revealed that other factors were of equal, if not greater, importance to them: the interpersonal relationships of the workplace and recognition of accomplishment.

"I'm achieving to be recognized by other people."
(New Employee)

"I like to have the respect of my own peers."
(Top Management)

"I need something personal. Once in a while I want to sit down and talk with my boss."

(Blue Collar)



"What's important to me is knowing I'm doing a good job where my superiors and peers respect me." (Middle Management)

"... knowing I'm doing a good job and the job I'm filling is a very responsible one."

(Senior Management)

"The fact that I survived three years doesn't mean anything . . . that I achieved something does."

(Clerical)

When asked to further define "pleasant working conditions," most described working among people they like and respect, and whose esteem they enjoy. This finding is significant, suggesting that attitudes about an employer and working environment are based, to a large degree, on relationships with co-workers. "I love my job and I love the people I work with, but I don't identify with my company," said one employee.

Work satisfaction often comes from tackling a problem and solving it. However, recognition from peers and supervisors is vital to a sure sense of accomplishment. "You know you've done a good job, but when your manager tells you, you really believe it," one worker said

"... It's personal recognition on a one-to-one basis with my immediate boss."

(Middle Management)

"Telling me personally and shaking my hand and saying thank you for a good job . . . that's what I need."

(Blue Collar)

With such common attitudes in mind, development of meaningful, company-wide recognition programs seems less difficult. Yet many companies have succeeded in making recognition programs ineffective. Some comments gleaned from the focus groups:

"When I got promoted I got a letter from the president of our parent company. He has no idea who I am. It was meaningless . . . I threw it out."

(Senior Management)

"They just give you the pin because they have to. There's no sincerity."

(Clerical)

"My company doesn't ask our views on the program."

(Middle Management)

Many participants indicated the only formal recognition program in their companies was recognition of years of service. Almost invariably they stressed that such recognition is inadequate unless specific acts, decisions, or accomplishments are also cited.

"If there is personal recognition—of achievement, excellence, anything good—with the pin, it's nice."

(Manager)

"I'm going to take this pin and stick it away in a drawer. I would feel better about it if my boss had

#### **EMPLOYEE RECOGNITION**

(continued from page 19)

said something to me on a personal basis."

(Blue Collar)

"I'm not against getting something with the company name on it, as long as somebody says thank you and recognizes me for my good work."

(Middle Management)

"I was to be recognized as a person, not just get a pin after five years."

(Blue Collar)

"When we get our pins, our administrator says something personal to each of us. You feel as though it's a very special reward."

(Clerical)

"If awards were given with pride, we would accept them with the same pride."

(Middle Management)

#### Follow-Up Study

As a follow-up to this study, Balfour carried out a survey of 346 personnel administrators at an ASPA National Conference in Washington, D.C. Its purpose was to measure their reactions to the findings.

More than half of the administrators surveyed work for companies with 1,000 employees or more. Four-fifths

of their companies had service awards programs, and the likelihood of a company's having a program increased with size.

Some 85% of the respondents felt that organizations in general, and their own in particular, did not fully respond to employees' needs for recognition.

In addition, 84% of them agreed: "The way in which recognition is given is far more important than the tangible award itself." The same percentage also agreed that "it is important to provide employee recognition for consistent and/or outstanding achievement, in addition to length of service."

Based on the views expressed by employees and reiterated by program administrators themselves, employee recognition programs can be a potent management tool.

The surveys, along with other work in the field, suggest that effective recognition programs have six major elements in the box below are the elements as spelled out—the right way and the wrong way—by Dr. Robert Mathis, who has conducted seminars for personnel administrators sponsored by Balfour!

Recognition is, at bottom, a form of communication. The analogy is useful because even silence is a form of communication. Hence a service pin tradition, originated with the goal of encouraging longevity, may communicate instead how little the company cares about its people. On the other end of the scale, Super Bowl or World Series rings (which Balfour also happens to make) are so coveted as symbols of achievement that their value

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	Recognition Program Elemen	nts and Tactics
Elements	Do's	Don'ts
Objectives	Clearly define and periodically review the objectives of the program.	Continue program as a legacy of the past.
Criteria Performance	Identify significant employee accomplishments, including continuing satisfactory performance, even when recognizing length of service.	Stress that the recognition is solely given to recognize how long the recipient has been employed.
Promotion	Promote the program to maintain continuing understanding, interest and excitement.	Maintain low profile on the purpose and value of program.
Presentation	Present award in a personal and sincere manner by using someone who knows the recipient.	Use most expedient presentation method, ofter using the top executive, with emphasis on distributing award.
Awards	Select functional awards appropriate to recipients' intrinsic needs.	Choose awards based on likes/dislikes of program administrator.
	Create personalized, exclusive items as distinctive reminder of the occasion.	Select award items that can be readily purchased (perhaps at discount) in retail market
Evaluation	Continually evaluate effectiveness of program using surveys of attitudes of recipients and other employees.	Poll feelings of top management to determine value of program.

### Fitness/Health Bulletin



Richard M. Brown, CIRA Texas Instruments, Inc.

NIRA Vice President Fitness and Health



#### **Designing the Quality Fitness Program**

Congratulations! You finally got the go-ahead (or maybe a direct order) to design a fitness and health program and make it a part of your employee recreation and service activity. Now what do you do? One of the first decisions to be made is whether you are going to do it yourself or contract with outside agencies or individuals to run it. Either way, you are going to have to get smart in a hurry-so that you can evaluate and recommend which way to go and/or who to work with. To do this, you need to know what should be included in a good state-of-the-art program. Well, you are in luck. A lot of highly qualified people have researched the subject over the past few years and believe it or not, they have all come up with pretty much the same answers. On the rest of this page, I will try to give you at least a condensed idea of what we found when we examined the literature and interviewed the directors of many successful pro-

It Should Be Individualized—What this means is that the program should not be made up entirely of group sessions. Some part of the program should provide group contact because this association with other people is a strong motivating factor. However, everyone starts at different levels of fitness and progresses at different rates. Therefore, in group sessions, the progress may be too fast for some people—making it unsafe for them (or at the very least making them so sore that they don't come back again), or, the progress may be too slow for others and they may get bored. Also, people need the confidentiality and individual attention of one-on-one contact

to help them deal with problems which always come up in early stages of becoming physically active again. What we need is an exercise prescription designed for each individual.

Interview—Risk Profile. The first step in developing an individualized program is to conduct an interview to gather as much information as possible about the person's life style, personal (and family) health history and physical activity. Through this, some sort of initial assessment is made of the risk involved in this person taking part in the fitness program. In particular, you are concerned about the "risk" or degree of likelihood that the person may suffer a heart attack during or after taking part in a vigorous exercise program. There are many questionnaires now developed which help to quantify this risk. The simplest is probably "RISKO" which is available from the American Heart Association. Many others are a great deal more detailed and complete and are analyzed by computer to give a numerical "risk index" which compares the person with norms for other American adults of the same sex and age. Many of these are copyrighted and sold as a commercial service. Prices range from \$5 to \$50 per analysis depending on report detail and quantity of questionnaires processed.

Usually some maximum "risk" conditions are set; above which the person is considered *not* eligible to participate—at least not without a medical examination.

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#### FITNESS/HEALTH BULLETIN

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It is usually a good idea to require a medical examination of all participants but if this cannot be done in-house, the cost (to the company or individual) may be a factor which limits participation. When sending people off to their own physician for such examinations, do not expect the doctor to sign an "approval" form to allow his patient to participate. Most doctors will not assume that liability. Any such form must be worded in such a way that the participant accepts the total liability associated with his or her participation in the program. A word about "stress tests." Some programs require all (or some higher risk) participants to take an EKG test administered while putting the heart under the "stress" of exercise.

These are usually conducted using a treadmill or bicycle ergometer. The theory here is that some heart or circulatory system defects and diseases will show up under stress while not being seen in resting EKG's. There is some disagreement on the usefulness and advisability of routinely requiring this test for low-risk adults who otherwise appear to be healthy. Perhaps it should only be required for participants above a certain age (35, 40 or 45 years) or above a certain risk level. As you might imagine, the test is expensive (\$150-\$200) and again, this could limit participation.

Fitness Level Assessment. The next step is to determine the person's present level of fitness. There are four fundamental parameters which are commonly measured to determine fitness level. Cardiovascular efficiency, percent of body fat, strength and flexibility. Cardiovascular efficiency is normally tested by measuring the ability of the heart and lungs to process oxygen during exercise. Increase in heart rate (pulse) is measured as a function of the work being done. This is then equated into a numerical measure of fitness level. Physically fit people will experience less elevation of heart rate for any given level of exercise. Tests of this sort are normally done on a treadmill or bicycle ergometer but reasonably good results can be obtained by having the person step up and down a set of steps at certain fixed rates of speed (step test).

Weight vs. height is an important measure of obesity but what is really important is the percent of a person's weight that is made up of fat. Very accurate measurement requires full body immersion equipment but again, pretty good results can be obtained with much simpler equipment. Generally an inexpensive caliber is used to measure the thickness of skin folds in certain areas of the body and this can be equated back to percent body fat. For physically fit men this should be 19% or lower and for women 22% or lower.

Muscular strength and endurance are important aspects of fitness both for men and women. They play a part in every daily activity whether it be work or play.

**ASSOCIATE PROFILE** 

### **Peanut Butter Publishing Offers Wealth of Employee Services Ideas**

Peanut Butter Publishing of Seattle, Washington offers NIRA members three avenues of employee services: health education, employee store items and premiums.

A healthy employee is a productive asset to any company. Your medical department or company nurse will be very interested in a program of weight control through behavior modification called FOOD HABIT MANAGE-MENT. This is an individualized program most effective in a class situation directed by your company nurse or health educator. Each person has his or her own manual filled with interesting, instructive reading material and worksheets for active participation in the program. There is a companion instructor's manual containing supplemental information and guidelines for conducting the classes and further program development ideas are available from the author. Your employees will benefit greatly by discovering how to restructure their food habits to achieve weight control. Behavior modification basically uses applied psychology to make the participant aware of his or her food habits then exploring possibilities for change and improvement. FOOD HABIT MANAGE-MENT is an innovative approach to Employee Services.

The DINING IN series of gourmet cookbooks, also published by Peanut Butter Publishing is a continuing bestseller in employee stores. Each handsome paper-bound book contains menus for a complete dinner from 21 of a city's finest restaurants and all the recipes to make the entire meal at home. Wine recommendations are included, as well as helpful hints from the Master Chefs themselves. The series now encompasses twenty cities, throughout the continent, with six more soon to be included.

The DINING IN books can be especially useful as premiums, awards, prizes and gifts. Each book is not only a gourmet cookbook, but also a guide to fine restaurants, and a nostalgic remembrance or a captivating introduction to a city. There are several other specialty cookbooks in the Peanut Butter line which could be excellent as merchandise or bonuses, including EASY DOES IT: MICROWAVE MAIN DISHES; THE COFFEE LOVER'S HANDBOOK; and THE LAVARENNE TOUR BOOK.

For further information, please contact Sheila Richardson, Marketing Director, Peanut Butter Publishing. Peanut Butter Towers, 2733 4th Ave. South, Seattle, Washington 98134.

#### FITNESS/HEALTH BULLETIN

(continued from page 22)

And of course, muscle tone and definition create the fit appearance that we all strive for. Muscular strength in the abdominal area is also one of the primary means of avoiding or eliminating lower back pain. Strength can be easily measured through the use of a grip dynamometer, various weight lifting tests or even simply through timed sit-up tests.

Flexibility is the aspect of fitness that keeps us mobile and able to perform physical work and enjoy ourselves in active leisure time activities while avoiding most serious muscle and joint pains and injuries. This is measured through a series of simple tests of movement such as the ability to touch your toes while standing.

Exercise Prescription. This is the heart of an "individualized" program. Using all the information gathered from the interview, risk analysis and the fitness level test; a qualified professional should then outline a program of exercise which starts a person at a point which is safe and comfortable for them and progressively advances over a period of time to move toward some optimum state of fitness. The type of activity (running, swimming, aerobic dance, circuit weight training, rope skipping, stationary equipment, etc.) is prescribed depending upon physical limitations, preferences and what specific goals a person wants to achieve in his or her program.

In an upcoming article we will go into more detail regarding the specific design of group and individual activities. In general however, we are looking at a minimum one hour—three times a week program. This hour will include warm-up and stretching exercises, 20 minutes of aerobic activity and then a cool down program followed by additional stretching. Circuit weight training may be included after this period or on alternate days. In all cases however, the primary emphasis is on the aerobic (oxygen consuming) activity. In this, heart rate is maintained at a prescribed level for a period of time sufficient to bring about the "conditioning" effect. This cardiovascular conditioning is really the heart of the program and is what is primarily responsible for all of the long-term health improvement benefit.

Monitored Progress Leadership Motivation/Consultation. This is where the "people" skills of a fitness director or exercise leader really come into play. A few people are highly motivated and are capable of doing their own thing, staying with it to achieve fitness and then making it a permanent part of their lifestyle. Most are not however, and it takes all the leadership and motivational skills one can muster to get these people through the introductory and habit development stages. Everyone has problems, discouragement, aches, pains and minor injuries along the way. It is the exercise leader and his or her personality which makes or breaks a program. Continual monitoring of progress and consultation

are necessary in order to adjust the "prescription" to optimize the rate of progress while still maintaining comfort and safety. At the same time, constant supervision is necessary to prevent a few overly agressive types from trying to do too much too soon.

One of the strongest motivators early in a person's program is the measurable improvement in some of the fitness level parameters. Resting heart rate usually shows a quick and dramatic change (lowering) with increase in an exercise. The graded exercise test also will show considerable improvement in a matter of 6-8 weeks. It is important therefore to measure (and record) these and other fitness parameters fairly often in the first six months or year of a person's program so that they can really see how much good they are doing themselves. All sorts of motivational games and gimmicks can also be used to help keep interest high and to give small but tangible recognition and reward for achieving certain goals. Above all, these things can help to make it all a lot more fun!

Education. Most people, when they once make up their minds to improve their state of health and fitness become hungry for all sorts of information and literature on the subject. It is important therefore that the program

(continued on page 24)

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#### **EMPLOYEE RECOGNITION**

(continued from page 20)

is incalculable. It is not uncommon for successful sports superstars, such as Reggie Jackson and Pete Rose, to say, "I don't play for the money, I play for the ring."

Between that and the conventional management opinion that employees want only money lies a practical answer to recognizing achievement in order to motivate employees.

The first step in overhauling recognition programs is to conduct an audit of present practices.

- OBJECTIVES—What corporate goals should be achieved?
- PERFORMANCE CRITERIA—What constitutes meritorious individual (or group) efforts?
- PRESENTATIONS—Do they convey personal, meaningful messages both to the awardee and to peers?
- AWARDS—Are they a fitting emblem of performance as well as a badge of recognition by the organization?
- PROMOTION—Does the organization adequately communicate understanding of the program to all, and motivate participation?
- EVALUATION—Is the program achieving its goals? The most important aspect of any program evaluation is the attitude of employees, which can be ascertained by means of an informal survey. Merely asking them how they feel about recognition can be a first step in communication—it expresses the view that they count. And that's exactly what recognition is all about.

#### FITNESS/HEALTH BULLETIN

(continued from page 23)

help to satisfy this need. A notebook can be provided at the start of the program and then weekly hand-outs of reprints, pamphlets and other printed materials can be added to it. A mini-lecture series and/or film presentations can also be incorporated to impart useful information and help to keep interest at a high level. All this information should be hand-picked so that it is reviewed for correctness and is presented at a layman's (but not patronizing) level. A library of more extensive books and articles should also be available for check-out to participants.

A program of more extended education for specific problems may be a needed and valuable addition for some participants. Modification of one's lifestyle in the area of physical fitness may require or bring about the need for assistance in other health improvement areas. The program should therefore address the subjects of: smoking cessation; weight control (diet and nutrition); stress management; and lower back pain.

You can, of course, impart some information on these subjects in the literature hand-outs and mini-lectures but

generally a more structured and lengthy training course is necessary to bring about permanent changes in these areas. It is absolutely necessary that this instruction be conducted by qualified expert personnel. If you do not have these people on staff then you should consider contracting with outsiders to come into your facility or refer your participants to them for this instruction.

Two other areas of activity that may be considered to be part of a health and fitness program are alcohol and drug counseling, and family counseling. For these to succeed in a company setting the employee must be assured of absolute confidentiality. For this reason, most companies refer their employees to outside agencies for these services.

Well, we have pretty well covered what a health and fitness program should include. One thing that we haven't talked about is cost and who pays for it. There are many different views here, ranging from the company paying all the cost to the opposite extreme of the employee paying for it all. As with most things, somewhere in between is probably best. There is some evidence that the participant will tend to be more motivated to stay with the program if he has some personal financial investment at stake. It is important however that cost be an amount that every employee can afford.

Next month we will discuss the number of ways that your organization can obtain facilities and equipment to run a fitness program.



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### **NEWS IN BRIEF**

#### **Comprehensive Source** On Travel Now Available

Gale Research Co. has just published Travel in the United States: A Guide to Information Sources (578pp./ \$36.00) as Volume 3 in the Geography and Travel Information Guide Series. The information guide is a single convenient source to the wide range of travel literature available for travelers planning a vacation in the United States. In addition, the guide lists relevant "live" sources of information, including convention and visitors bureaus, organizations and associations, toll-free numbers answering travel requests, and other unique nonprint information sources like CB systems operating in several

Travel in the United States is arranged from large geographical regions to the small. The first part of the guide lists those guidebooks that cover the entire country, including magazines, publishers, and organizations of national scope. Regional guidebooks not issued as part of an overall U.S. set are presented in four sections: Northeast, South, Central, and West.

The bulk of the information guide is devoted to individual states. For each state, sources of information are given in the following categories: books, atlases and magazines; maps; specialized publishers; major tourist organizations; regional tourism associations; information centers and phones; outdoor recreation activities (including bicycling, canoeing and boating, fishing, hunting, and winter activities); and national and state parks and forests.

Six indexes will enable the user to locate specific information sources quickly and easily. The six indexes are author, title, subject, geographic, organizations, and publisher. For more information contact the Gale Research Co., Book Tower, Detroit, Michigan, 48226. Phone: (313) 961-2242.

#### **Free Fundraising Ideas** For Non-profit Groups

The Eastman Kodak Company has put together some suggestions on how non-profit groups can raise money in a booklet entitled "Fundraising in an Instant." The 16-page publication not only includes ideas for being a roving photographer setting up a photo booth at such gatherings as circuses, carnivals, fairs and antiques shows, but advises you on how to publicize your effort as well.

A single copy can be obtained free of charge by writing to Eastman Kodak Company, Dept. 841, Rochester, New York, 14650 and asking for publication A-3-181. Additional copies are 50¢ each.

#### Be Your Own **Travel Agent**

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FREE STUFF FOR TRAVELERS is a one-volume travel planner and how-to-get-these guides for the United States and 17 foreign countries. Flip through the pages and you'll find ideas to stimulate the imagination plus simple instructions for getting detailed information that will enable you to plan your trip and make reservations your way.

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- maps, posters, calendars of events and guidebooks from hundreds of city and state tourist organizations around the country;
- pamphlets and foldouts about state and national parks, ski areas, zoos, amusement parks, museums, halls of fame, historical sites, and festivals:
- travel information about cruises, sightseeing tours, and special outdoors expeditions (i.e. biking, backpacking, and canoe trips) in the U.S. and abroad:
- catalogues from mail-order camping equipment suppliers;

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# Corporate Campaigning for the United Way

by Lisa DiSilvestro, Editorial Assistant

In virtually every community around the nation are people in need of human and health care services.

Mrs. Stevens, 70, attends dinner twice a week at the Spring Hill Senior Citizens' Club. Jenny Foster, 30, receives counseling from an agency for battered women. Jim Patrick, 25, attends rehabilitation sessions at the local drug abuse center. All of them are grateful that other community members cared enough to contribute funds to agencies that provide these vital services. Though the agencies receive funding from a number of sources, major funding for most of them is derived from their local United Way agencies.

Professionals and volunteers at over 2,100 independent United Ways throughout the United States work to support a broad range of agencies and human services in their local communities. In addition to fundraising, the United Way organizations plan for future community needs, allocate money through a systematic review process, recruit volunteers and direct people who need help to information and referral services.

The United Way program, first begun as the Charity Organization Society in 1887, is most unique because it promotes community planning, participation and cooperation to provide a wide variety of services and to make the most of contributors' dollars.

The 2,100 local United Way organizations support more than 37,000 agencies nationwide. Yet, the services and allocations vary according to the needs of each community. A local volunteer citizen's review board consisting of a cross-section of community members determines each community's needs and allocates contributions to agencies based on the priority of those needs. Both the United Way and the agencies it funds are held accountable to contributors through annual reports.

Each agency must also meet certain other standards set by the United Way of America, the independent national association responsible for education of United Way volunteers and national promotion. The standards specify that an agency must be a verifiable, charitable non-profit corporation with a volunteer governing body; an annual independent financial audit; a needed, cost-effective service and a non-discrimination policy.

According to 1980 allocations of United Way funds, family services, youth and social development and health care received the highest priorities in most communities. Among the specific agencies receiving United Way contributions are the

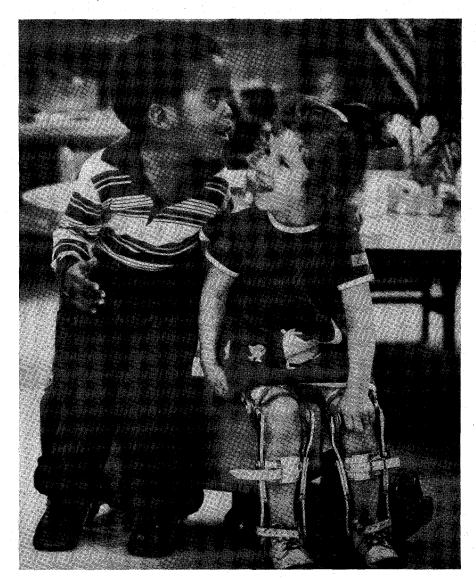


Epilepsy Foundation of America, the Salvation Army, the American Red Cross, the American Cancer Society, the American Heart Association, Catholic Charities and the Boy and Girl Scouts of America. Many local associations providing similar services also receive generous allocations.

Community participation, planning and responsibility are the foundations upon which United Way organizations are built. Because employees and corporations contribute 75% of all funds the United Way receives, they are the cornerstone for this structure. Members of the corporate community should realize their potential for community support and develop successful programs for the non-profit, charitable organizations the United Way represents.

These programs can be organized and administered quite simply and in a short time. They will not only aid people who need health and social welfare services, but will also improve the company's community relations. Most companies who conduct successful United Way programs begin by selecting a company manager or employee to delegate work, solicit contributions, and coordinate the entire event. Companies like Denver, Colorado's Martin Marietta Aerospace Company, also appoint a full-time, permanent employee to oversee the United Way program year-round.

The program coordinator then appoints department supervisors or other volunteers to promote and solicit contributions. According to Leroy Hollins, Recreation Programs Coordinator for the Martin Marietta Company, the next step is to organize a kick-off campaign meeting or breakfast to inform department coordinators about the program. A United Way spokesman may hold a short, in-house workshop to teach coordinators how to campaign, solicit contributions and inform other employ-



ees about United Way. Most campaigns begin after Labor Day and are generally finished by Thanksgiving, although planning and contributions may continue all year.

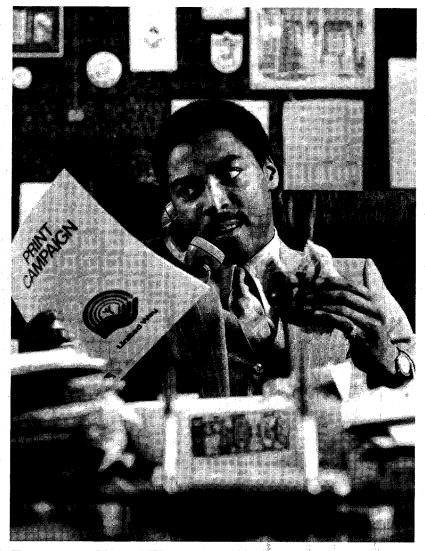
Vicki Reynolds, Services Supervisor for the Dallas Power and Light Company, uses a film to better inform participants. Her company creatively presents community services supported by corporate contributions through a locally-produced film called *The Good News*. On-the-spot reporting at community agencies shows real people in genuine need who are currently using the services.

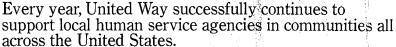
Glenn Westover, Employee Activities Manager for Babcock & Wilcox also works with community members to coordinate annual corporate and community themes for the ap-

peals. Some companies offer employees tours of community agencies to demonstrate how United Way contributions will be used. For instance, one NIRA company has its United Way representative accompany groups of 40 interested employees at a time who are bused to agencies over a three-day period. The company may also appeal for employee contributions through company newsletters, posters and such incentives as friendly interdepartmental competitions to reach company goals. However, Stephen M. Delfin, Media Relations Director for the United Way of America, states that incentives with prizes usually aren't encouraged. Instead, he explains, most corporations would

(continued on next page)

## THANKS FOR HELPING TO KEEP UNITED WAY IN BUSINESS.





A lot of the credit for this success goes to the dedicated efforts of people in business—to top corporate leaders who volunteer their organizational skills and financial expertise, to middle-management people who work lunch-hours and evenings to help organize local campaigns and collect money, to the newest mailroom clerk who swallows his shyness and asks his fellow workers for a last-minute contribution.

And by operating like any other modern, well-run business enterprise, United Way succeeds in delivering the maximum in human services for the dollars that are collected.

Thanks again for *your* help.

Thanks to you, it works. for all of us. United Way



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rather appeal to "the employee's sense of goodwill and a volunteer system of human care services. Many times employees prefer to contribute in a voluntary, unpressured environment.

After the promotional meetings, campaign workers or representatives may approach other individuals to encourage first-time or increased contributions. Personalized pledge cards from the local United Way or letters from the company's management suggesting contribution guidelines may also be distributed.

Programs can be set up so that employees can contribute through the year-round payroll-deduction system and may specify which agencies should receive their contributions. Others may make seasonal monetary contributions as well. Bonnie Blazer, Benefits Supervisor for the Foremost Corporation of America, states that some companies, like her own, will match the employees' contributions.

A number of NIRA companies have reported significant growth in recent years in employee participation and monetary contributions to local United Way campaigns. Employees and managers recognize the necessity of health and social welfare services for the future. They also feel a great satisfaction in knowing that they have fulfilled a personal community responsibility.

If you need help in planning and organizing a United Way program in your company, contact your local United Way organization or Stephen Delfin at the United Way of America, 801 North Fairfax Street, Alexandria, Virginia 22314. Phone: 703/836-7100. It's one way you and your employees can help those in need in your community.

#### **NEWS IN BRIEF**

(continued from page 25)

- directories of hotels, motels, campgrounds, and resorts; and
- sample copies of travel magazines and newsletters.

Special vacation and travel tips are also included. This publication is available in bookstores nationally.

**Developing Sport-Fishing Participation Programs** 

The American Fishing Tackle Manufacturers Association (AFTMA) has begun promoting America's number one outdoor recreational activity, sport-fishing, by offering a total information program which includes providing publications, films and services to the interested public.

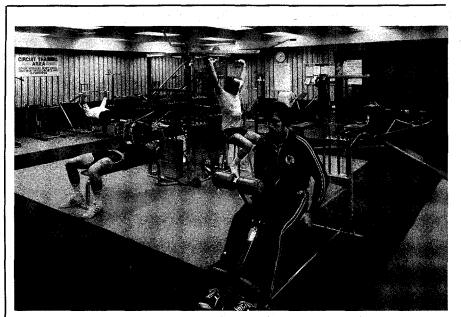
Fishing fundamentals, a guide for organizing group fishing activities and equipment information comprise the "Leaders' Guide and Instructional Kit" available for \$11.50 from AFTMA Sport-Fishing Educational Foundation, 2625 Clearbrook Drive, Arlington Heights, Illinois 60005. Of special interest for company sport-fishing groups are the fund raising hints and recruitment and organizational suggestions.

An "All About . . ." and "How To . . ." booklet series is available free upon written request. This series provides basic knowledge of fishing equipment and techniques for fisherpersons of all ages.

As part of a continuing club series, individuals may also reserve films from AFTMA for a minimal fee of \$8.00. Among the 75 titles available are The Sights and Sounds of Fishing, How to Improve Your Fishing, Secrets of Flycasting and The Way of Trout. Pamphlets and order forms can be obtained by writing to AFTMA.

The AFTMA Center provides upto-date instructions in outdoor recreation, audio-visual and published instructional aids, youth/adult group activity programs, resource library facilities and an information bureau. Also on the site is an experimental fishing pond for use in development of new sport-fishing techniques and for new product testing.

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#### **NEWS IN BRIEF**

(continued from page 29)

Several of their programs offer the practical know-how adult volunteers need to organize fishing group activities. The service seminars, clinics and workshops complete the Foundation's total information program in support of sport-fishing.

#### **Ten Tips For Gun Safety**

There's a sentence in a pilot's flight manual that goes something like this: "When you enter the cockpit of this aircraft, you become part of a system over which you have control—both in terms of operation and safe handling. You are the only one who can

make the system safe or unsafe."

Think about that statement for a moment. The same is true of the shooter, whether a hunter, target shooter or casual weekend plinker. From the time he picks up a firearm, the shooter becomes a part of a system over which he has complete control. He is the only part of the system that can make a gun safe or unsafe.

Hunting and target shooting are among the safest of all sports, and we can all keep them that way if we adopt 10 basic rules of conduct as our resolutions for 1981 and beyond. They're mostly basic common sense. Here they are:

- Don't rely on your gun's safety.
   Treat every gun as if it were loaded and ready to fire.
- Never cross a fence, climb a tree or jump a ditch with a loaded gun.
- Never load or carry a loaded

- gun until you are ready to use it
- Watch your muzzle so the other fellow doesn't have to.
- Keep guns and ammunition separate in locked storage.
- Don't shoot unless absolutely sure of your target and what is beyond it.
- Know the range of your gun.
   Remember, even a 22 rimfire can travel over one mile.
- Always wear eye and ear protection when shooting.
- Always be sure the barrel is clear of obstructions. Only carry ammunition of the proper size for the gun you are using.
- Always carry handguns with the hammer down on an empty chamber.

For more information on shooting safety, write SAAMI Safety Series, 1075 Post Road, Riverside, CT 06878.

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# NIRA CALENDAR

#### Drop in on fellow NIRA members when in the area. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CIRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Jeane Lewis—(614) 261-5166.

**Dallas-Ft. Worth Metroplex Recreation Council**/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CIRA (301) 977-0529.

**Long Island Industrial Recreation Directors Association**/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CIRA—(516) 575-2269.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

**Milwaukee Industrial Recreation Council**/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

New York Industrial Recreation Directors Association/New York, New York, Meetings are held once a month from September through May. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

cember. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

**Rockford Area Services Association**/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

**San Diego Industrial Recreation Council**/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CIRA,—(714) 238-6865.

**Seattle Metropolitan Industrial Recreation Council**/Seattle, Washington. Meets on the last Wednesday of the month. Contact Marsha Culley—(206) 655-2442.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt— (408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, C.D. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

#### Regional and National Conferences

41st Annual NIRA Conference and Exhibit will be held May 13-16, 1982, Orlando Florida.

**Region | Conference and Exhibit** will be held Oct. 1–4, 1981 at the Boxboro-Sheraton, Boxboro, Massachusetts.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio.

**Region VI Conference and Exhibit** will be held October 15–18, 1981 at the Sheraton Denver Tech Center, Denver, Colorado.

For further information about the conferences above contact the NIRA office—(312) 346-7575.

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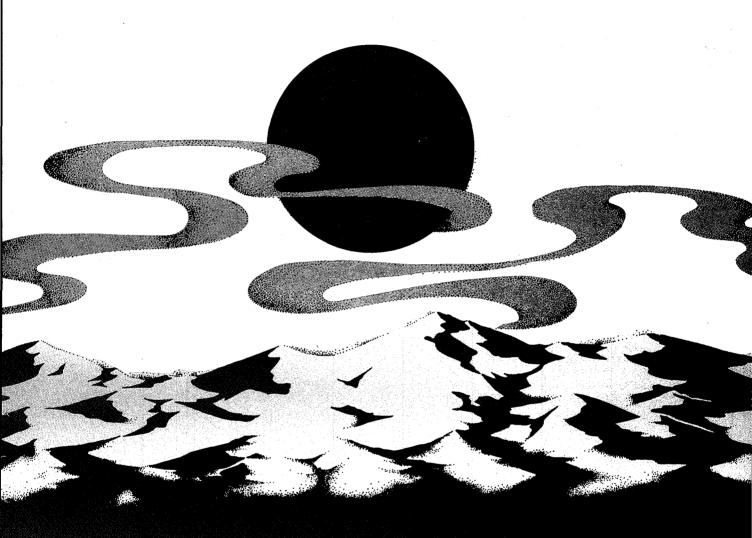


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OCTOBER 1981

# RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION



Broadening Your Program Through Cultural Activities

# SERVICES & ACTIVITIES

#### **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

# Services and Activities

Recreation Management—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *Recreation Management*, *Keynotes*, a monthly newsletter of program ideas, is published for members.

Consultation Service—NIRA Consultants and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests— Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or near-by.

Membership Directory—A complete listing of the NIRA membership published annually includes telephone numbers and addresses.



**Free Clerical Services**—Provided by NIRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors for organization members only.

Conferences & Workshops—NIRA's Annual International Conference and Exhibit, open to all NIRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NIRA certifies industrial recreation administrators and leaders after they successfully complete the Certified Industrial Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIR-REF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

#### **Types of Membership**

Organization—Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate—Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Employee Services and Recreation Chapters—Open to local areas having organized associations comprised of business, industry or government.

Individual—Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University—Available to institutions interested in Employee Recreation. By virtue of membership, students enrolled in these institutions receive a reduced student membership fee.

**Student**—Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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#### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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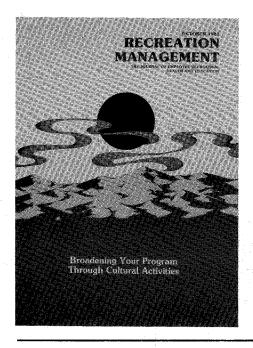
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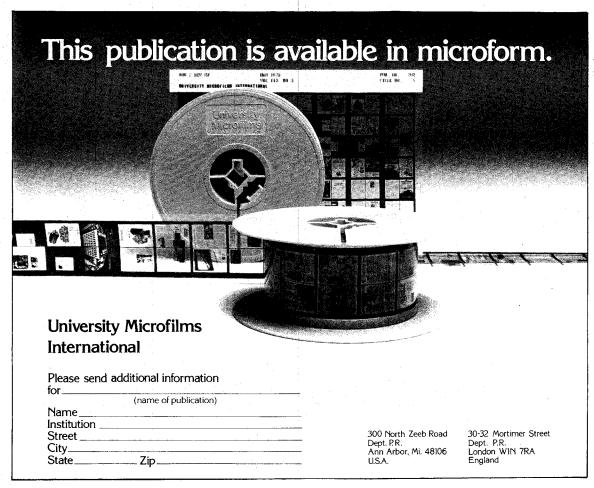
#### In This Issue . . .



Sports, fitness and recreation activities are among the first things that come to mind when one thinks of employee services and recreation. But cultural activities ranging from theatre, opera and drama to ethnic festivals and museum outings are among the alternatives you can offer employees through your activities program. See this month's cover story "Broadening Your Program Through Cultural Activities (page 6), for tips on initiating such programs.

"Drawing Out Employee Talents" (page 8) and "Artists Take it to the Bank" (page 11), are profiles of two NIRA member organizations that firmly believe in the value of employee-expressed talents. Here you will learn how an insurance company and a bank planned, implemented and succeeded in organizing, exhibiting and publicizing the natural artistic leanings of their respective employee groups.

And student members won't want to miss "Interns in Industry" (page 17) a first person account of an industrial recreation intern on the job. Accompanying that story is one that should prove equally valuable: "Preparing for a Career in Industrial Recreation," a reprint from the publication EMPLOY.





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### RECREATION MANAGEMENT

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(CLIP HERE) Place check (/) next to each tape you wish to order. "IMAGE AND IMPACT OF THE EMPLOYEE SER-"ECONOMIC SURVIVAL OF THE 80's" Betty At-VICES AND RECREATION ADMINISTRATOR" Dr. chison of R.R. Donnelley and Sons Co. and William Richard Robinson Commissioner of Personnel, State B. DeCarlo, CIRA, of Xerox discuss steps that can be of Kentucky, shares his personal study of the inditaken to combat inflation, revenue cutbacks and help vidual traits and characteristics exhibited by high to increase financial resources for your programs. achieving professionals and how these attributes relate to impact of the professional employee services "JAPANESE PRODUCTIVITY: EMPLOYEE SERand recreation administrator. VICES AND RECREATION'S CONTRIBUTION" Dr. Yutaka Morohoshi takes an indepth look at how "GOVERNMENT LEGISLATION AND ITS EFFECT Japanese managers view the importance of our field ON YOUR PROGRAM" Thomas D. Nyhan, senior in relation to their productivity. Though many differpartner; Pope, Ballard, Shepard and Fowle, discusses ences in culture, this session also discusses many par-Illinois' recent legislation relieving employers of workallels. ers compensation claims for "accidental injuries incurred while participating in voluntary programs. "MURPHY'S LAW AND RECREATION-NO ROOM ..." and shares ideas on how to initiate similar legislation in your state. FOR ERROR" Marvin Himmel, President, Himmel and Associates, explains that there is an endless list "NIRA CHAPTER DEVELOPMENT AND RETENof details one must consider when planning a pro-TION" Alice Bucca, CIRA, Digital Equipment Corgram. This session discusses how the professional can poration; Mel Byers, CIRA, NIRA Consultant; and Jill stay on top of each paticular while leaving no room Tippin, CIRA, Solar Employees Recreation Associafor error. tion; discuss NIRA's rapid chapter growth in the last few years. The speakers discuss their individual chap-"DECREASING GROUP TRAVEL COSTS IN THE ters and steps that can be taken in the development 80's" John P. Stachnik, member, Board of Directors of a chapter for your locale. National Tour Brokers Association discusses ever "ADMINISTRATION OF A SUCCESSFUL AWARDS changing employee travel programs and shares his ideas on how you can help employees enjoy group PROGRAM" Fred Lenn, Regional Manager, Balfour travel programs and save money at the same time. Company, discusses the psychological aspects recipients have toward recognition awards and the many factors that should be considered in determining the "WHAT IS NIRA AND THE FIELD IT REPREtypes of awards that can be presented. SENTS?" Dick Wilsman, CIRA, Johnson Wax and Jill Tippin, CIRA, Solar Employees Recreation Asso-"USING COMPUTERS IN YOUR EMPLOYEE SERciation present an overview of the field of employee VICES AND RECREATION PROGRAMS" One of services and recreation; where it's been and where it's the latest trends in the field is use of computers. Ralph going, along with a discription of the background and Ferrara, CIRA, of General Mills and Joe Smith, CIRA experience necessary to be successful. of PSNS Civilian Recreation discuss the advantages of using a computer and how it can fit into your program. Send tapes to: Name \_ Company \_ "COST EFFECTIVENESS OF YOUR PROGRAM" Address\_ State\_ John Leslie, CIRA, 3M Company, covers ways in City\_ Total which you can help justify the existence of your pro-Phone (\_\_\_\_\_) \_ \_Enclosed \$\_

grams through evaluation and cost analysis.

# The NIRA President would like a word with you

# ... about developing a college course in Employee Services and Recreation

Are today's colleges and universities really meeting the educational needs and requirements of business and industry in relation to employee services and recreation? Are they properly educating industrial recreation majors for and about today's everchanging business world and the human resources which keep it in operation?

Just as importantly, are these institutions of higher learning educating management about the needs and desires of today's workers? More specifically, are they encouraging top management in business and industry to discover for themselves how a well-rounded employee recreation and services program can significantly impact the health, fitness and morale of employees which inevitably results in improved productivity and an increase in bottom line profits?

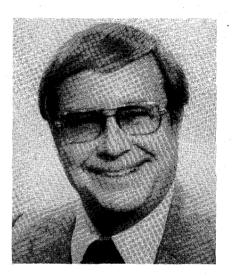
For the most part it is probably true that those who are capable of planning their leisure time in an efficient, productive and satisfying manner are capable of carrying that discipline over to work related activities. If so, then it would seem quite critical that anagement know and understand low employee fitness, recreation and service programs can aid the employee in becoming a more complete and well-rounded individual and a satisified, efficient and productive member of the employee work force.

It is no secret to those of us in the field that the well organized employee recreation and services program will instill loyalty, pride and improved morale among workers. It is also no news to us that communication between employees themselves and between employees and management is greatly enhanced by such programs which encourage the fellowship and understanding that results from such employee participation.

While you and I who are experienced and educated in the field of employee services and recreation may well understand these seemingly obvious theories, it is apparent that professionals working in other areas of business, finance and economics could significantly benefit from this type of education.

It seems to me that because these theories have been, and continue to be, proven over and over again, it is vitally important that those people in business, finance, economics and related disciplines of business and industry who are now, and will continue to be, responsible for managing the nation's workforce in the decades ahead be well educated in these theories.

How many times have we heard different people in our profession remark that management "doesn't understand" or "doesn't care" about the significance of employee pro-



Kenneth C. Wattenberger, CIRA Lockheed California Company 1981–82 NIRA President

grams? How many times have we fielded inquiries on how they can get management to cooperate with, participate in and genuinely support such programs? These complaints have existed for years.

It is time these questions were satisfied once and for all. It is time those of us in the profession took a more active role in encouraging our colleges and universities to research these issues and address them in the classroom for the benefit of our future colleagues. It is my belief that institutions of higher learning should be the focal point for turning our image around. Curriculums should begin offering courses on leisure time activities in the corporate setting and the relation of bottom line profits to employee fitness, health and morale.

Statistics on slipping productivity bombard us daily in the general and business press. Almost universally,

(Continued on page 30)



### Broadening Your Program through Cultural Activities

#### by Randy Schools National Institutes of Health

Are you searching for new ways to stimulate your membership? Why not try cultural recreation? Individuals involved in programming for their employees often overlook such areas as ballet, poetry reading, drama productions and orchestra presentations as possible recreational outlets. You'll find that your recreation program not only expands into new directions but also gives your employee organization a wider arena of offerings to enhance membership drives. Many employees who had previously believed that your programs did not include their cultural

interests will show greater enthusiasm and participation in activities such as these.

Cultural recreation deepens our appreciation for the arts. Whether you present classes in jazz dancing, or feature a local author to discuss writing techniques, you'll be certain to offer your employees an enlightening and relaxing experience.

Involvement in the arts has shown tremendous growth within the last decade. People are attending concerts and visiting museums in ever increasing numbers. As society becomes better educated, invididuals

expand their horizons and continue on to learn more and more in appreciation of the cultural arts.

Mention the word "culture" to a group of friends and you'll find it has many different interpretations. To some it's the gusto, clarity and charm of a full orchestra. For others, it's a system of aesthetic appreciation of harmony love and rhythm. To Archie Bunker, it probably brings to mind "wine and cheese snobs" who like to hear "noise" and view modern paintings as an "unstructured mess."

(Continued on page 7)

#### Broadening Your Program Through Cultural Recreation

(Continued from page 6)

Whatever the definition you may be given, the cultural arts are in essence, a matter of personal taste and interpretation.

#### Planning The Cultural Program

To plan a well-rounded cultural program you must initially decide on the scope of your involvement and the personal tastes of your membership. Will your program center around a few guest lecturers speaking about cultural activities, or will you go all out and seek volunteers to stage a play or perform as members of your company's orchestra or chorus? I often seek key volunteers to join with our staff and Board of Directors in discussing such details as finances, marketing and publicity of the events.

Cultural programs are one area of recreation where you can often obtain artists or lecturers for free. Your company does not need to allocate large sums of money to benefit its employees. Below is a list of ideas which can be utilized to begin a cultural program:

Create themes for ballets or symphonic presentations that will be performed in your area by discussing possibilities with the public relations department of your local theater or cultural center. Obtain a list of performances and artists who will be performing in your community. After selecting the performances and artists your employees are interested in, choose an evening for a group of interested individuals, purchase the tickets in advance and offer them for sale through your employee activities office.

Most theaters offer good group discounts. After the selection has been made, invite a local drama, dance or music critic to your workplace a day ahead of the performance to familiarize employees with the composer, the work to be performed, and the performing artist.

The employees will develop a deeper appreciation for the creativity of the artists and will expand their capacities to recognize a genuine work of art. Don't be shy in working with the public relations department either. Its staff can often arrange a wine and cheese party or similar function after the performance highlighted by the attendance of those in the show.

Recreation program managers can also work with the curators of local museums to arrange low cost activities. People will welcome the opportunity to share their knowledge of the local artists and masters.

For example, the National Gallery of Art in Washington, D.C., has initiated a program in which slide presentations are shown at local workplaces during noon hours in a "Lunch with the Artists" program. A representative from the museum discusses in detail the artist's life, as well as the evolution of the styles the artist employed in creating his work. Time is left at the end of each program for a lively question and answer session.

If your work place is near a military base you can often obtain a base orchestra for noon-time concerts by writing to the base commandant. These orchestras have a large repertoire of music ranging from classical to rock. Another area to tap is your local community orchestra for an evening concert in your company auditorium. The musicians enjoy the exposure and the employees enjoy an entertaining evening. The concerts also increase public visibility for your programs. In our area, Bethesda, Maryland, several local high schools which have outstanding orchestras welcome the opportunity to perform at lunch-time concerts.

When planning outings for employees, don't forget to include museums on the itinerary. Our nation has many fine museums and you don't have to travel to the Metropolitan Museum of Art in New York or the National Gallery of Art in Washington, D.C. to locate fine art.

If you're near the Minneapolis/St. Paul area, you can certainly visit Walker Arts Center. Other examples include the Cleveland Museum of

Art in Cleveland, Ohio, the J. Paul Getty Museum in Malibu, California; the Museum of Contemporary Art in Chicago, Illinois, or the Columbus Museum of Art in Columbus, Ohio. And most states have at least one museum devoted to its history or local artists.

The possibilities are endless. To locate other places of interest, you can inquire at hotels or other museums in the area. Guides and other museum personnel will be happy to tell you about them and provide you with directions. When planning ahead for a trip, use the *Official Museum Directory* at your local library. Published annually by the American Association of Museums in Washington, D.C., it provides local telephone numbers, addresses and hours of the museums in the area you're planning to visit.

### Cultural Programs Within NIRA/NESRA

Within NIRA/NESRA many companies are taking the lead in cultural recreation. Among them is the 3M Company in Minneapolis, Minnesota. Since 1958, they have operated a Language Society, a lunchtime program where employees spend their free time learning any of twelve foreign languages: French, Czechoslovakian, Chinese, Finnish, German, Italian, Japanese, Polish, Russian, Norwegian, Spanish, and Swedish. English as a second language is also offered.

According to Rosemary Busch, Coordinator of the Language Society, the program has proven an invaluable service and the employees are able to learn at their own pace.

Cultural Festivals at the company have also begun. On Sunday evenings, ethnic food, music and entertainment from the selected country is enjoyed by those in attendance. This unique program is not only a stimulating and intellectual experience, but creates a feeling of camaraderie among the employees. 3M also has a concert band which performs for the public at local high schools.

(Continued on page 24)



# by Lisa DiSilvestro Editorial Assistant

with Martin J. Quinn

Are you looking for a program to stimulate employee interest and creativity in the arts? If so, then why not sponsor an employee arts and crafts fair in your company?

Employees of the John Hancock Mutual Life Insurance Company in Boston, Massachusetts annually exhibit their creations at the company arts and crafts Fair. While one employee may exhibit a painting of a ship in the Boston Harbor, another may display a ceramic flower vase or colorful macrame.

The FCA Association, the employee organization of the Hancock Insurance Company which oversees the arts and crafts fair, was formed in 1914. At that time the company was located on Federal Street in Boston and the organization was thus named the Federal Cooperative Association. The company has since changed its location in Boston, but

the letters were retained and "Association" was added to derive the present organization name.

According to Martin J. Quinn, Director of Administration for the FCA Association, the arts and crafts fair is held annually during each summer or early fall while it is still warm enough for enough for families to enjoy a day-long outing. The show takes place on a Saturday or Sunday afternoon between 1:00 and 6:00

pm. The exhibitors use the morning hours of the day to set up their displays, usually in the Dorothy Quincy Suite—a multi-purpose room within the Hancock building.

Employees display such arts and crafts as paintings, pottery, ceramics and macrame much like a vendor would at any convention. Throughout the fair they can explain their techniques, answer questions and sell their items that are on display. Immediate family members of the exhibiting employees may also display their arts and crafts and aid in conducting the exhibits. The exhibits themselves are arranged in booths or on tables with two to three exhibits per table. Last year 75 tables were set up to display more than 200 separate hobby and craft exhibits to some 600 spectators.

Rules, other than those limiting participation and attendance to employees and their immediate families, are few. The amount of space allowed for each display is specified, but there are no formal rules stating what may be displayed as long as it remains within the character of the company and event. Employees of all age groups, including retirees who are lifetime members of the FCA Association, may display exhibits.

Employees and their families are invited to attend the fair for a nominal admission fee which covers expenses of the fair and enables the employee association to finance some 90 activities per year. Included in the fair package is a buffet lunch for all present. The buffet not only helps to increase attendance, but also adds to the festiveness of the occasion and gives employees an opportunity to become better acquainted with each other on a more informal, social level.

The employee organization fi-

nances its events through membership fees and company subsidies allocated for employee activities. Much of this money is collected through the company store and is returned to the employees through numerous employee programs.

Sixteen volunteers, four officers and twelve trustees, who are all full-time employees of Hancock Insurance, coordinate and promote all of the employee programs through the Activities and Events department of the Association. Quinn appoints individual trustees who select chairpersons and volunteers to coordinate the events.

The program committee begins promoting its activity by announcing it in the company newsletter. Employees interested in exhibiting crafts are asked to complete a short registration form listing their name, department and phone number. Later they fill out a more detailed form describing their particular talents and what type of hobbies or crafts they plan to exhibit. This process allows the fair coordinators to estimate how many employees can be expected to contribute and determine what types of crafts will be shown.

Volunteers usually begin planning an event two to three months in advance. This, they have found, allows ample time for all involved to fully prepare for the activity—things seem to run more smoothly and many problems are headed off before they can get out of hand.

The committee also distributes fliers is has designed to 190 department representatives within the company. These representatives are responsible for 40 to 50 employees within their departments and for registering those who are interested in attending the activities. They also

distribute tickets and collect the admission fees prior to the event. To thank the coordinators for their time and hard work, appreciation dinners are held after the activities.

Since the arts and crafts fairs began in 1977, the number of display tables has risen from 50 to 75. Attendance has also risen by at least 50%. The employees have offered positive feedback regarding the shows and have commented that it enables them to see another side of their fellow employees who have exhibited their creative talents.

The Activities and Events department offers at least two other crafts and cultural events during the year. In the spring and fall, a number of talented female employees model their own home-sewn garments in a "Sew Your Own" fashion show. This event occurs in the Hancock auditorium and has drawn an audience of more than 900 spectators in the past.

The other event is an amateur photography contest sponsored by the Visual Communications Department which is responsible for company newsletters, videotapes and convention coverage. Still life and action photographs in both black and white and color are displayed on screens in the company lobby for public viewing. A formal awards ceremony with ribbons for the winners in each category is held at the close of the exhibit.

Arts and crafts programs like these give employees an opportunity to display their talents and learn more about themselves and each other. Company managers can also become better acquainted with their employees through these events and can thus help encourage more enlightened, relaxed and unified working relationships which will benefit all concerned.

#### **ASSOCIATE PROFILE**

#### Get Away from it all this Winter: Vacation at The Breakers Hotel

When the temperatures begin to drop in the northern part of the United States and snow tires and shovels become a part of the daily scene, we, at The Breakers Resort Hotel in Myrtle Beach, South Carolina, are ready with a vacation package to suit your every need. Whether you are a small family or a large group, we have the capability of making your vacation an exciting one, no matter what time of year.

Fall at The Breakers means Indian Summer weather, strolls along shell-covered beaches, ocean and pool swimming, and golfing at any one of 32 well-manicured and challenging, eighteen hole golf courses. There is no need to bring that heavy winter coat because, in Myrtle Beach, the weather stays warm and pleasurable throughout the month of October and into November.

Winter at The Breakers means a much deserved "winter break" away from the hustle and bustle of the daily work routine. The beautiful weather of the Grand Strand is not the only enticement, for at The Breakers, our "winter break" package provides for four days of lodging in deluxe rooms that overlook the ocean as well as five days of golf at your choice of courses.

First opened in 1931 as a two-story building with 13 bedrooms, The Breakers has undergone several renovations. The original plan has been expanded to house 144 rooms and efficiencies, a restaurant, a lounge, two heated pools, a kiddie pool and meeting rooms, all situated along 300 feet of ocean frontage.

As you look at the calendar and see the months turning to c-o-l-d, the sun does not go down on the fun. We plan our programs not only to fit the time of year, but to fit your needs as an individual or as a large gathering wanting to take advantage of our group rates for vacation fun.

We maintain high standards in everything we do at The Breakers as we enjoy our four star AAA rating and the four star rating in the Mobil Guide, the most respected and sought after awards in the hotel-motel industry. We are, without a doubt, the best place to hang your golf clubs and your swim suits, no matter what the time of year.

For more information about The Breakers Resort Hotel contact: Linda Gainey, Reservations Manager: 1 (800) 845-0688. In South Carolina call 1 (803) 448-2474.

#### Berkey Film Processing Program: Covenient and Profitmaking

Everyone takes pictures . . . executives, secretaries, office and manufacturing workers. Today, there is more than one camera in most American homes, ranging from inexpensive instamatics to sophisticated 35mm models.

Traditionally, amateur photographers take their film to camera, drug or discount stores for developing. In most cases, this requires getting to the store before or after work. And often the outlet is a good distance away. How convenient it would be if an employee could drop off and pick up his film at work.

As an Associate member of NIRA/NESRA, Berkey Film Processing has taken this approach and turned it into a specialized film processing program for industry. Whether it is a large facility with a company store or employee cafeteria, or a smaller location with four feet of spare lobby space, any business can have its own film developing center.

With the Berkey program, this center not only can be an extra employee benefit, it can also be a highly profitable venture. Several Berkey industrial accounts use their film developing profits for employee recreational programming. One large facility is contributing these profits toward the new employee racquetball complex.

Berkey offers a choice, or in some cases, a combination of two distinct photofinishing programs both geared toward employee convenience and company profit. Accounts can select the MasterColor program, which offers color print roll processing into 3½" prints at very competitive pricing, thereby giving employees a convenience alternative to the mass market developing outlets.

The Prestige program features a 4" glossy print format . . . 38% larger prints than standard. Custom Prestige orders are double-inspected and handsomely packaged, with negatives acetate-sleeved for extra protection. Prestige acts as an alternative to camera-store processing and builds greater profits for the company. Both programs include ancillary services like slide and movie developing, reprints, enlargements, and film for sale.

In business for over 45 years, Berkey has ten plants throughout the country and currently provides fast, high quality photofinishing to some 400 industrial customers. A continuous promotion schedule helps these companies increase sales volume and profit growth.

For further details, call Berkey Film Processing in the Western U.S. at (213) 634-5831 or (415) 873-6060. Callers from the East Coast and Mid-West should call (914) 997-9700.

# ARTISTS TAKE IT TO THE BANK

by Kimberly Thomas Editorial Assistant

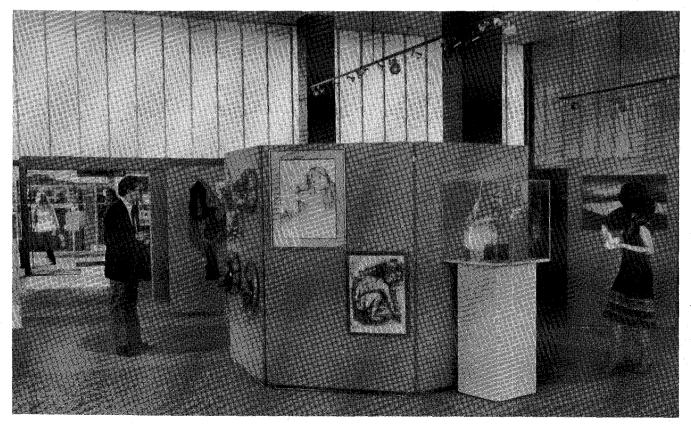
Sculpture, needlepoint, oil painting and photography were but a few of the mediums which caught the eyes of passers-by in the United Bank of Denver's employee art show. Last fall, a free continental breakfast drew bank members to the site where more than 150 works were submitted to the first employee art show staged in the United Bank Center Tower lobby. The successful exhibit which

afforded artistic employees the opportunity to expose their talents, was yet another presentation of the bank's continuing commitment to the arts in Denver and the Rocky Mountain region.

The idea originated with Paula Hammond, Events Specialist. "The art show," states Hammond, "arose in response to the employees' need for a new avenue of employee services. In particular, we were looking for a way to finally include a program for the non-athletic worker. This idea seemed to be the perfect solution to the problem of getting more employees involved."

Because Paula thought an art show for employees by employees would be appealing, she solicited a volunteer task force of ten bank em-

(Continued on page 12)



#### **ASSOCIATE PROFILE**

# **Energy and Cost Saving Products Offered by Fuel Control Corporation**

Fuel Control Corporation has developed a program for organizations like NIRA/NESRA to obtain the weather-strips, caulkings, sealants, set-back thermostats, outlet gadgets, water heater blankets, water savers, and many more low cost energy items that get their investment back quickly.

Reducing energy costs is becoming serious business. The cost for kilowatts, natural gas, propane and fuel oil is taking a larger part of the family budget. Since hot water and home heat are necessities, the increasing bite in the pocket-book shows up with every monthly bill.

These products are offered via a catalog at below regular retail prices. Fuel Control Corporation makes this possible by inviting participating organizations to receive the catalogs in bulk and distribute them to the member employees. They may then be obtained by order form directly from the company.

Most of the products take care of the first priority in cutting energy bills. These are the products that do not represent a large investment but cut infiltration (leaks) in the homes and apartments. These leaks play a large part in large utility bills.

Fuel Control Corporation feels this offer to organizations like NIRA/NESRA is a natural extension of their current activities with the weatherization agencies and public utility markets it now serves throughout the country.

For further information regarding the energy product discount program, write: Ginny Manous, Fuel Control Corporation, Box 35814, 7000 Shady Oak Road, Mpls., MN 55435. Phone toll free: 1 (800) 328-6335.

# Artists Take It To the Bank

(Continued from page 11)

ployees through the company house organ. The committee began planning the event in July and to allow employees a sufficient amount of time to prepare their artwork a September date was set.

Since any successful event depends upon a widespread publicity campaign, the art show committee immediately utilized all possible inhouse publicity including announcements through bulletins, newsletters and the grapevine. All bank employees were eligible, so thorough publicity assured that everyone received adequate information and registration forms for the show.

Yet what would an art show be without enthusiastic spectators? While the public was also allowed to browse, Paula Hammond invited all bank employees to a free continental breakfast at the opening of the art show which not only satisfied art-starved eyes, but also satisfied hungry stomachs. The formal opening proved to be an effective way of encouraging employees to spend time at the exhibit.

Upon receipt of all entry forms which indicated the employee's name, department, type of art, quan-

tity and size, the task force determined the show's layout based upon the number of pieces and dimensions of the art work received. From there, the committee allocated the necessary number of art panels (which the bank owned), display cases for sculpture, and other items needing to be enclosed and display frames for stained glass works.

On the day before the art show's opening, during company hours, the task force checked in all artwork submitted. At this time, employees were able to hang their own works. This proved particularly beneficial to those who entered several pieces; in this way, they could coordinate their entire collection.

Though the show was not designated an art sale as such, individual exhibitors did have the opportunity to sell their works. Each piece submitted bore a label containing the artist's name, department and telephone extension. Interested buyers then had the opportunity to deal directly with the artist at a later date. This meant less time and paperwork for the task force coordinating the novel event.

In these inflationary times, the most welcomed programs are those

which can involve a large number of people on a small budget. For the United Bank of Denver, an employee art show fit that description. "Our costs were quite minimal," stated Hammond. "By using in-house publications for publicity and our own lobby space and art panels, we cut costs immensely. Our only real expense was the breakfast opening and, of course, that is entirely optional."

Perhaps the most effective way to test an event's success is by counting the individuals in attendance and then listening to the all-important feedback following the event. Did enough employees attend the event to justify the amount of time and effort spent on it? Are employees expressing a desire to hold the event again?

"Our response was overwhelming," boasts Tip Nunn, United Bank of Denver's Communication Coordinator. "It was a virtual culture shock to witness the unbelievable talent some employees possessed. It's funny, you see people everyday and never realize their hidden skills. And not only did our employee art show expose unknown talents, but it greatly improved the entire company.

# Using Volunteers In Your Program

by Lisa DiSilvestro, Editorial Assistant with Randy Kee, McKennan Hospital

Would you like to involve more employees in your recreation programs and gain better insights into which activities employees prefer? If so, then consider using employee volunteers to manage recreation programs.

Employee volunteers of Mc-Kennan Hospital, Sioux Falls, South Dakota, arrange and manage a variety of employee activities throughout the year. In September, female employees modeled in a company fashion show managed by volunteers. Sports activities such as Saturday afternoon soccer games and family dances are also held.

According to Randy Kee, Personnel Assistance of McKennan Hospital, the employee activities are successful in part because employee volunteers arrange, manage and promote the recreation programs. These volunteers manage the programs through a recreation committee consisting of an employee chairperson and 14 other volunteers, one from each hospital department. Although more than one employee in a department may want to serve on the committee, the openings are limited for easier coordination of information and activities. Yet, other noncommittee employees also volunteer their services and work with committee members for different events. Kee oversees the committee and is responsible for most of the administrative tasks including budgeting and signing contracts and checks.

The volunteer committee offers employee involvement and experience in organizing events. The hospital benefits from the committee and programs through more unified, well-rounded and physically fit employees who are bound to be more productive on the job.

Kee took over the recreation volunteer committee when he was hired by McKennan Hospital in February, 1980. His supervisor formed the committee in 1973 and Kee's predecessor directed it until he left the hospital in 1980.

Before Kee's arrival, the volunteer committee primarily coordinated the annual employee dances. Since 1980 though, the number of employeemanaged recreation programs has grown considerably, including such activities as lessons in dancing, tennis and cross country skiing; wintertime bingo; rollerskating; basketball; co-ed bowling; softball; volleyball and soccer. Most of the sports activities and classes are held in the hospital gymnasium. Volunteers are responsible for making all the arrangements including selecting an activity, signing-up participants, promoting the activity, and finding a convenient place and time to hold it.

Volunteers have also arranged picnics; coordinated hobby and craft

shows, awarding cash prizes from the company to employees whose exhibits were voted "the winners" by their peers; sponsored trips to the Minnesota Vikings and Twins games; and negotiated contracts for company memberships at a local racquetball club, charging only nominal fees to cover expenses. They also rent a local facility four times a year for employee dances, at least one of which is a family gathering with activities for children.

The recreation committee makes every effort to sponsor a wide variety of activities to satisfy as many employees as possible. Both Kee and his predecessor also realized that participation in recreation programs would be greater if employees were encouraged to contribute ideas, and organize the activities themselves.

Employee participation has grown along with the number of events. For instance, a few years ago, only 10% of the employees attended hospital dances. At the last dance held this summer, participation had risen to over 50%. Employee feedback is positive and occurs most frequently the day after a program is held. One employee comment written to Kee, regarding a series of past activities expressed: "On behalf of my family and myself, thanks for all the great times."

(Continued on page 14)

# **NIRA NEWS**

#### Your Letter to **Management May Help Fund Research**

Your signature on a letter to an official with your company's foundation may be all that is necessary to help NIRA/NESRA obtain a grant that will help fund a major research project of the National Industrial Recreation Research and Educational Foundation (NIRREF). NIRREF is a non-profit research organization organized for the purpose of conducting research in the field of employee services and recreation. NIRREF is currently in the process of undertaking documented surveys of

member companies covering such priority areas as salary analysis, preventive medicine (fitness/stress), productivity and family relations.

The survey, which will be conducted by qualified personnel in graduate level education and public and private research, is intended to provide the means to measure, evaluate and justify the existence of employee services to help provide management and members of our own profession with a better understanding of how such services can have a lasting effect on employee morale and productivity.

Your support as concerned professionals in the Employee Services

and Recreation field is essential to NIRREF in order to assure the commencement of this critical research. Won't you do your part to help secure funding for this very important project? A sample letter aimed at the top management person in your company in charge of granting funds can be obtained from NIRA/NESRA headquarters by calling 312/346-7575 or by writing the headquarters office at the following address: NIRREF, c/o NIRA/NESRA Headquarters, 20 N. Wacker, Suite 2020, Chicago, IL 60606. This letter has already proven useful and we hope you will be able to take advantage of it on the behalf of NIRREF.

#### Using Volunteers

(Continued from page 13)

Enthusiasm and interest in the committee has also risen and employees view a committee position as an enjoyable and honorable activity. Potential committee members volunteer for services when a committee position opens up. Kee looks for the following qualities in employees as he selects the members: the candidate should display enthusiasm for his or her work at the company and for the employee recreation programs. The candidate should also exhibit leadership abilities in the work department and should be liked and well-respected by his or her peers.

The volunteer committee and recreation programs are promoted among the 1,300 employees through the in-house newsletter and by wordof-mouth. The employees generally serve on the committee for 12-18 months before passing the position on to another volunteer. In this way, new ideas and enthusiasm are constantly flowing into the recreation programs.

An example of a recent recreation program at McKennan Hospital was the employee fashion show in September. Pam Boyd, a respiratory therapy technician and new committee member organized the fashion show with other employee volunteers. Female employees of varying age groups who had some previous modeling experience or showed an interest modeled fashions from local clothing stores. Two half-hour shows took place in the hospital auditorium during an employee lunch hour.

Boyd and her volunteers contacted community members and organizations for clothing which the women could model. They also signed-up participants and conducted rehearsals with them, spoke to department supervisors regarding time-off for those employees involved in the rehearsals and show, and saw that tickets and posters were printed and distributed. The fashion show program designed by the volunteers described the various outfits modelled and listed the designer and price. Interested employees could then purchase outfits from the particular stores.

Although employee volunteers receive no formal recognition, their names and respective volunteer activities may be announced in the company newsletter and at the activities themselves. No formal evaluation of the volunteers' committee performances are written out either. but Kee does oversee their work to make sure they are still enthusiastic. motivated and committed to their responsibilities throughout the year.

When committee volunteers or other employee volunteers are eventually considered for promotions within the hospital, Kee will make solicited recommendations and references stating the employee's degree of enthusiasm, leadership and management skills, and loyalty to the hospital. Like any other committee reference, these can help both the employer and employee in determining future career plans.

By managing their own recreation programs, employees can develop their own interests and abilities and get to know their peers better. Recreation volunteer committees can also become a valuable asset to the company by easing the administrative workload and by giving managers an opportunity to work closely with their employees on essential and enjoyable programs.

# **IDEAS CLINIC**



by Melvin C. Byers, CIRA **NIRA Consultant** 

We would like to have an adult, all-company Christmas party, but our company frowns upon it and would prefer we be content with just a children's party. I can't understand why Christmas party programs for employees should be discouraged. Can you give me a reason for this?

There are long-standing public relations reasons from exaggerated publicity experienced with company Christmas parties. When the all-employee Christmas parties were popular in the '30's and '40's, some programs had little professional direction and were poorly planned. Those who restricted the event to employees only hoping to save money, did not invite wives or husbands. This gave news-seeking writers and gossip mongers a wide open field for accusing industry of encouraging immoral orgies and disgusting drinking parties during the holidays. There were some companies that used little intelligence in planning their parties and this resulted in all others being labeled the same. Had the adult members of an employee's family been included in such events, there would have been little room for gossip.

Some of the incidents that supposedly occurred at these parties were traced to employees that had not attended but found the party an excellent excuse for being away from home for a night. One feature journalist finding the company Christmas parties a subject for incriminating humor, had everyone from the board chairman to the union president involved in some form of disorderly conduct. The author, careful not to mention names of individuals or companies, had readers assuming all company employee functions were nothing more than degenerating, immoral occasions. Companies having held annual family Christmas or holiday parties felt the public stigma concerning such events was better dealt with by eliminating holiday parties.

Today with a more enlightened public, parties during holidays are being offered employees and their spouses or guests with both management and employees sharing some of the cost. These dinner/dances or theatre events

are programmed properly and greatly appreciated. Alcoholic drinks are either limited or not provided. The holiday season is the very best time to stage a dignified and formal event which undoubtedly heightens employee morale. It's a time when management can express its interests toward employees and personally meet most all employees and their families.

There usually is a reason for disapprovals or lack of support for certain events. The bad impressions of a single embarrassing situation receiving bad publicity can create roadblocks likely to take years before being eliminated. Business and industry has too often been a popular source for criticism no matter what it does or doesn't do. Yet it is business and industry that is first to be solicited for civic and organizational funds, donations, and support. An employee association regardless of how it is formed or administered, reflects the company image and naturally becomes a community relations factor for the company. It is, therefore, the concern of its employee services or recreation director that every event is properly programmed and supervised. No longer can an employee association be considered independent of the company. The relationship must be one that is shared, understood and appreciated. Neither the company nor its employees assume all the direction or all the costs. Both management and its people can establish a mutual cooperative attitude that in no other manner could ever be developed and benefit both so successfully. rm



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# **TOURNAMENT NEWS**

by Leroy Hollins Martin Marietta Aerospace NIRA Vice President, Tournaments and Services



#### **Snap Up Some Winners For Annual Photo Contest**

It's that time of year again for NIRA/NESRA members to encourage their employees to ready their talents for the annual NIRA/NESRA photo contest. You will be receiving complete details on the 1982 NESRA/Guardian Photographic Competition in mid-February.

As in the past, the contest will offer three divisions: color slides, color prints and black and white prints. Within each division will be four classes of competition: scenics, nature, human interest and open.

Entries will be accepted from mid-February through mid-April. (Exact dates, rules and entry blanks will all be included with the informational material you receive in February.) Judging of entries will take place prior to the 1982 NESRA Conference and Exhibit to be held in Orlando, Florida in May where winning entries will be on display.

Prizes, donated by contest co-sponsor Guardian Photo, will be awarded for each class of each division along with a top prize for the entry judged "Best in Show." Prizes to be awarded will be as follows:

Best in Show: Atari Video Computer Game System, Model CX 2600

First in each division: Outdoor gas and barbecue grill Second in each division: \$50 American Express dinner gift certificate

Third in each division: Coleman #425, two burner gas stove

Fourth in each division: Kodak inflatable raft ( $60'' \times 44''$ ) Each class of each division:

*First:* Automatic entry into division competition (assured one of above prizes)

Second: x-ray film shield by Sima

Third: Kodak  $8'' \times 8'' \times 12''$  cooler bags

In addition, ribbons will be awarded to all winners and first place slides of each of the four classes will be printed in  $8'' \times 10''$  size at no cost to the entrant and will be given to the entrant at the close of the contest.

#### professional services directory



LAND AND RECREATION PLANNING AND DESIGN

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# Interns in Industry

#### by Michele Berry

John double checked the time as he walked toward the personnel office. This was to be his first interview after graduating from college with a degree in business. After confidently shaking hands with the personnel manager, John was invited into the office for the interview. At the end of the session, the man behind the desk slowly looked up and said, "I like your style, I admire your confidence, but I'm afraid we were looking for someone with experience".

Unfortunately, this is a very common occurrence because many graduates just assume that attending college for four years will guarantee them a place in the job market. Not true. The chances of getting hired are much higher if the individual couples education with experience. So how does one obtain experience while still attending school? One alternative is an internship.

#### What is an intern?

Many people assume that interns are students in medical school, but the American Heritage Dictionary defines an intern as, ". . . an advanced student or recent graduate undergoing supervised practical training". Notice that the definition says nothing about the medical profession. In fact, the popularity of internships have spread to many professions.

Currently, there are several interns working at National Semiconductor. Most of them are in different departments, but they all will achieve the one element that is invaluable when entering their chosen field. experience.

#### National's Story

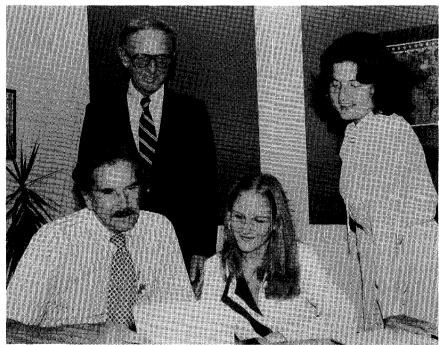
National began its internship program in March of 1979 when Eve Cuny joined Ken Leonard in Recreation, part of the Human Relations Department. Eve, through her experience at National, has moved on to work in the leisure management department at De Anza college. Presently, National has eight interns in six separate departments and five

former interns who are now full-time employees with the company. They include: Swanie Schmidt, Lisa DeVincenzi, and Carla Gilliam in Employee/Community Services; Lynne Wenderoth in College Relations and Ginny Conboy in Employee Relations.

#### Success stories

Lynne Wenderoth, a senior clerk at National, was an intern from October 1979 through February 1980. Lynne did her internship under the

(Continued on page 18)



President Charlie Sporck, seated, discusses National's internship program with interns Michele Berry, left, and Robin MacDonald, while Ken Leonard, manager of Employee/Community Services looks on.

#### **Interns in Industry**

(Continued from page 17)

supervision of Tim Harris, manager of College Relations. According to Lynne, the internship at National "... gave me the opportunity to decide if this is the career I wanted to go into. I learned how to deal with pressure and people, where in school I didn't have that experience". Eveings, Lynne attends San Jose State University where she is working on her Masters degree in recreation.

Although she did not intern at National, Carla Gilliam's experience at Lockheed proved to pay off, for now she is the associate editor of Inter National News, National's newsletter. Carla graduated with a journalism degree from California State University, Chico in May of 1979 and began with National the following month.

When thinking back on her internship, Carla explains that she received more than just on the job experience. She not only learned various skills, but through 'role models', Carla learned how to handle different situations in a working environment.

Carla has had two interns working with her since she began at National. Now in retrospect, Carla says, "I really can see how valuable it can be for the student to work in a business environment before graduating. Here at National, interns are considered staff members with their own responsibilities".

An intern in recreation under the supervision of Ken Leonard, Swanie Schmidt is now the administrator of Good Government at National. Swanie served her internship from October through December 1979 and landed her job as recreation administrator shortly after that. One of the interns she supervised after she started working was Lisa DeVincenzi from San Jose State. When Swanie transferred over to Good Government. Lisa took over the role of recreation administrator. Lisa has been an employee at National since June of 1980.

Finally, a new employee is Ginny

Conboy. This San Jose State student interned with Lisa DeVincenzi under Swanie Schmidt. Describing her internship at National, Ginny says, "At first I was nervous because they immediately gave me important responsibilities. As a learning environment, National is great—you can really expand yourself and that's what an internship is all about". Presently, Ginny is an administrative assistant in Employee Relations.

#### The Value of Internships . . .

In addition to being an asset to a student's education, internships are also valuable to the company and to the university. To National it means receiving talented, enthusiastic people who are able to spend time on lengthy projects. Steve Fields, director of Public Relations, recently selected his intern Eve Toy, a public relations student from San Jose State. Steve noted that, "An internship program provides us with someone who is interested in our field and can handle a daily working environment. And by doing this they receive invaluable experience".

According to Ken Leonard, "The value of this program satisfies the needs of the company and the students. What they bring to National are theories and we give them the hands-on experience. Our interns have the same responsibilities as full-time employees—they are not turned into clerical assistants". To the company, he adds, "the program provides us with the opportunity to evaluate individual skills and determine if there might be a place for the student in our organization.

#### ... To The University

Intern programs at universities vary. For instance, most recreation departments require students to participate in an internship prior to graduation. Other departments may stress internships but not actually make them a requirement. Such is the case of the mass communications department at California State University, Chico.

Since communications is such a vast and crowded field, the department emphasizes experience. However, unlike other departments which request that students intern their final semester, this department requires the student to return to the university after their experience. Although this may make it more difficult for the employer to hire the student following the internship, it does have advantages to the university. The student brings what has been learned from the experience to peers in the classroom which keeps the particular department updated on changes in the business and the job market.

Holding an optimistic view on internships, Dr. Richard Ek, professor of journalism at Chico State, asserts, "The university exists for the student and if it can provide an internship experience that is valuable, that is if it helps them get a job, it's all worthwhile. And if it's worthwhile to the students, it's worthwhile to the university".

Dr. Nellie Arnold, intern advisor in recreation administration at San Jose State, calls an internship the "polishing period. An internship is the time for grooming and polishing theories learned in the educational institution". An advantage to the university, she adds, is "keeping us involved with the community and keeping us in touch with new trends in recreation".

#### . . . to the students

Besides experience and extended education, interns have the opportunity to gain confidence about themselves personally and professionally. "Internships allow students to take a personal look at what they want to do beyond graduation. From what I have witnessed, our students build a lot of self-esteem", says Ed Seagull, intern advisor at Chico State.

Although the present interns at National have all been here a relatively short period of time, the ma-

(Continued on page 28)

## Preparing for a Career

## in Employee Services and Recreation

The following article was reprinted from EMPLOY (November 1980, Vol. VII, No. 3) with permission from the National Recreation and Park Association. EMPLOY is a publication designed to aid individuals in preparing for the job search. This article

addresses college students interested in preparing themselves for careers in industrial recreation.

Contributions to this issue were furnished with information from the following NIRA members: Alan

Benedeck, Corporate Relations, Allstate Insurance Company, Northbrook, Illinois; Peter DeFranco, Recreation Specialist, Xerox Recreation Facility, Xerox Training Center, Leesburg, Virginia and John Leslie, 3M Company, Minneapolis, Minnesota.

If you are considering a career in industrial recreation you will need to plan early. Below is a listing of colleges and universities offering the Industrial Recreation specialty in the Parks and Recreation program: California State University, Northridge; University of Southern California, Los Angeles; Chicago State University, Chicago; Springfield College, Springfield; North Carolina State University, Raleigh; Fairleigh Dickinson University, Madison; State University of New York, Brockport; Ohio State University, Columbus; University of South Dakota, Vermillion; Baylor University, Waco; North Texas State University, Denton; University of Wisconsin, LaCrosse; University of Ottawa, Ottawa.

You may want to contact some of the aforementioned colleges to investigate further the programs they have to offer.

If your college or university does not have the Industrial Recreation option, you should take courses to complement your recreation degree. Plan early by discussing your career objectives with an academic advisor who can direct you on the proper course to pursue. You need to start planning for your career as early as your freshman year.

Some courses you may want to consider that were suggested by major employers include:

- English/Writing
- Speech/Communications
- Business
- Public Relations
- Marketing/Promotion/Selling
- Personnel/Labor or Industrial Relations
- Economics
- Mathematics (algebra, statistics)
- Accounting/Budgeting/Finance

Some of the above courses may be part of the general university requirements in meeting your degree objectives, if not, you should seriously consider taking many as your electives. For a more thorough list of courses to consider in planning your curriculum consult pages 186-187

in the textbook "An Introduction to Industrial Recreation: Employee Activities and Services" by Wilson, Wanzel, Gillespie and Roberts. (This publication is available through NIRA headquarters.)

#### **Outside Activities**

Most employers look for applicants who in addition to a good college education have excelled in recreation. Competition for jobs is tough, so you want to develop your talents into something to offer an employer. Being active in a student organization as an elected representative or officer is a good way to gain some leadership skills. Most employers look for demonstrated experience in clubs in college as well as in high school. Leadership in 4-H, Future Farmers of America, Scouts, Future Homemakers of America, and so on, can tell an employer a lot about you.

If you haven't been previously involved in any of the aforementioned

(Continued on page 20)

#### Preparing for a Career

(Continued from page 19)

activities, get involved now! Many public recreation programs use volunteers. Contact local parks and facilities and find out how you can get involved. You can volunteer your time in many different ways to develop skills working with people and different activities, e.g., organize a league or softball team during the summer months. It shows dedication to the career you believe in. Employers are looking for employees who will be of credit to the organization. They look to a potential employee with one thought in mind: "What does this person have to offer us?"

#### Internships

The internship program is planned and implemented to provide the student with work experience of actual duties and responsibilities performed in the daily routine of the recreation complex. Usually a project is selected by the company supervisor and objectives are outlined. The student internship is expected to provide the employer with results at the end of the program. Progress reports are usually part of the process of keeping the employer informed of your progress and status of the project. The exposure to business procedures and actual problem-solving situations gives the student better insight into the field.

The internship can be valuable to both the employer and the student. It is especially valuable if you plan to work in industry. A company recognizes the fact that you meet certain criteria for having been selected for the internship as well as the importance of the experience gained. The experience provided by a corporation can open doors for other opportunities as well.

A good way to get into an internship program is to have previously worked as a seasonal worker. You can gain knowledge about the inter-

nal structure of the company and further investigate opportunities through the Personnel or Employee Relations department.

Some of the types of responsibilities expected of interns are:

- making contact with employees by telephone, in person or visiting the various departments of the organization
- preparing employee discount programs
- coordinating and promoting activities such as softball games and golf tournaments
- selling a program with enthusiasm
- photographing the events and displaying them on the bulletin board for others to view
- keeping the bulletin board up to date
- writing newsletters or contributing articles on coming events to the company newletter and encouraging employee participation
- planning and budgeting for new programs

The internship is a training program designed to prepare the intern for future employment within an organization. Many interns obtain employment with the organization where they interned after the completion of their studies. It is also an excellent training program for other opportunities.

#### Summer Employment

Contact with the organization's personnel department will provide you with information on hiring trends and manpower needs for summer help. Entering the organization by performing temporary or part time work is an excellent way to gain exposure and experience with an organization. Some of the types of jobs a seasonal worker may be expected to perform are:

- maintenance
- landscaping
- operating a concession stand

- scheduling
- coordinating activities
- performing service duties

Certification of instruction of a specific sport (tennis, golf, skiing, etc.) is also an advantage. The more skills you have to offer an employer, the better your opportunities for employment.

#### What Employers Look For

Having a degree in recreation is usually an advantage. If you are not in college and want to further investigate the colleges and universities which provide professional preparation in parks and recreation, you should refer to the curriculum catalog compiled by the Society of Park and Recreation Educators (SPRE) from the National Recreation and Parks Association. A four year program is recommended for an administrative position.

In addition to the recreation degree, employers prefer some business education and/or training. This is where the industrial recreation major differs from the recreation major. There are some important reasons why the industrial recreation major needs a strong background:

- design and implementation of more sophisticated programs
- preparation of annual budgets and annual reports
- extensive dealing with business policies and procedures
- accountability to management in meeting its objectives

Good communication skills (verbal and written) are very important in achieving success in the field. Industrial recreation administrators prepare many reports and a great amount of correspondence. They have constant exposure to the public. Leadership skills are ranked very high in the selection procedure. Employers want to know what an applicant has done in the past. Past

(Continued on page 24)

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## NAMES IN THE NEWS



Art Conrad, CIRA



Frank Havlicek, CIRA

#### **Congratulations**

The August 1981 issue of Recreation Management (page 17) listed NIRA's 1981 award winners who were recognized for their excellence in programming, promotion and service. **Art Conrad, CIRA,** President, Heritage Foundation, Inc., and **Frank Havlicek, CIRA,** Corporate Manager of Recreation, Motorola, Inc.

Best wishes are in order for **Daniel O'Reilly**, CIRA Recreation Specialist for Storage Technology Corporation, Louisville, Colorado. O'Reilly, who has been serving as NIRA's Vice President of Regional Management, has been promoted to Professional Placement Representative for STC in Longmont, Colorado. Unfortunately for NIRA/NESRA, his new responsi-

bilities will not allow him to maintain an active role in our association.

Congratulations are also in order for **Leroy Hollins**, Recreation Director, Martin Marietta Aerospace, Denver, Colorado and NIRA/NESRA's Vice President of Tournaments and Services. Hollins was recently presented with an Operational Performance Award by his company for "outstanding performance in the administration of an employee recreation program and specifically for an excellent open house program."



11

# Know us by the companies we keep



The National Industrial Recreation is known by the companies it keeps-year. after year. Over 2,200 company members represent NIRA, which was established

in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to vourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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RM, October, 1981



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Los Angeles Times



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#### Broadening Your Program Through Cultural Recreation

(Continued from page 7)

Another leader in the field of cultural recreation is Corning Glass Works, in Corning, New York. The company sponsors the Corning Philharmonic which plays in the company auditorium for special occasions and presents Handel's "Messiah" annually during the Christmas holiday season.

The recreation department also sponsors a program known as "171 Cedar, Inc." A home at that address was purchased in Corning for an "Artist in Residence" program where employees are encouraged to learn & participate in music and art from

qualified instructors at the home. Often, on Sunday afternoons, chamber music concerts are given for other employees.

The summer theatre of Corning also presents programs with such stars as John Raitt and Jane Powell, who appeared there as the leads of the company theater last summer. Past productions include "West Side Story", "Pajama Game" and Neil Simon's latest hit "I Ought to Be in Pictures."

Another company which encourages cultural recreation is Allstate Insurance in Northbrook, Illinois. Here, employees have formed a chorus which performs at company functions and throughout the community by performing for children and the elderly in hospitals. Still other organizations which promote

a chorus are Nationwide Insurance Company, Raleigh, North Carolina; Solar Recreation Activities, San Diego, California; and the National Institutes of Health in Bethesda, Maryland. The National Institutes of Health also has a chamber music society which performs for special occasions.

Cultural recreation is an exciting and growing field whose evolution and development depends on you, the managers, and supervisors of such programs. So the next time the New York City Ballet, Joffrey Ballet or the Royal Ballet visits your town to perform soaring jetés, think twice and join them in promoting their programs. I think your employees will say "We love it" and that's the essence of cultural recreation—finding new avenues for its enjoyment.

#### Preparing for a Career

(Continued from page 20)

performance records give an employer a good idea of the candidate's potential and initiative.

#### Some Employers Suggestions

Plan your job search early. You should begin making contact with employers during your sophomore year of college and have an idea of what type of employer you want to work for. Write NIRA for a list of employers who have industrial recreation programs. They will also be able to provide you with a list of those who offer internship programs. Early planning should elicit you with positive results and less frustration as you are preparing to graduate.

Research the organization. Find out what type of program it offers its employees. When you do contact them for work, your knowledge of their program and the organization will be impressive. By doing this type of research, you can also be more selective in the type of employer you want to work for. If you know your goals early, you will have more time

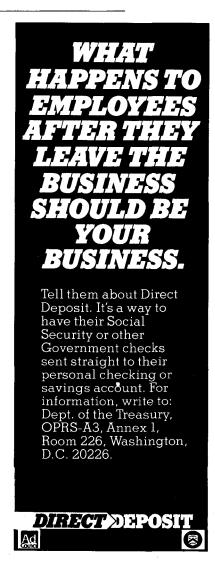
to prepare for your future.

Ask employers how to get involved in their programs. Inquire about the use of volunteers. If you live nearby, ask if you could make an appointment to visit. Express your interest and future objectives. Get to know the people who run the program.

On your application or resume, you should note your involvement level of your extra curricular activities. A mention of a club you belong to does not give the employer any background on your level of responsibility. Describe your duties and responsibilities. If you don't specify your position and accomplishments, the employer will not be able to determine your effectiveness. After all, industry deals in results. Failure to prepare your resume correctly may cost you the interview that you would otherwise be entitled to.

REMEMBER: a resume should be designed to get you an interview!

For more information on the field of Industrial Recreation contact The National Industrial Recreation Association, 20 North Wacker Drive, Chicago, Illinois 60606. Phone: (312) 346-7575.



# **NEWS IN BRIEF**

# Heart Attack Victims Sought

A study is currently underway which may prove to be the ultimate breakthrough in conquering America's #1 Killer, atherosclerosis. Supported by the National Institutes of Health, the study is seeking participants from across the United States and Canada. Any individuals who:

- are aged 29 through 64
- have suffered a first and only heart attack within the last five years
- are not diabetic
- have not had a stroke
- have not had open heart surgery are urged to contact the nearest center for some information that could have a major impact on their future health. This study works closely with the individual's personal physician. Transportation and lodging are provided at *no* cost:

Eastern Center—Philadelphia, PA: 215-645-3340 Collect.

Midwest Center—Minneapolis, MN: 612-376-4494 Collect.

Southern Center—Little Rock, AR: 501-661-5291 Collect.

Western Center—Los Angeles, CA: 213-482-5011 Collect.

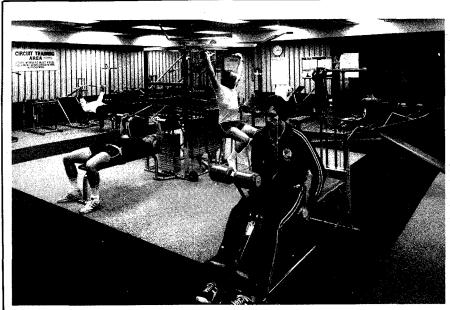
# Motivating Workers Is Focus of Book

Emphasizing specific supervisory techniques that produce positive results, How to Motivate Today's Workers by Bernard L. Rosenbaum, (McGraw-Hill, 201 pages, \$15.95) focuses on applying the principles of participative management—showing how to communicate more effectively with subordinates in order to motivate, teach and lead in the 1980s.

Thoroughly practical in approach, this action-oriented guide demonstrates how to build managerial skills while working with poor, average and dissatisfied employees. Subtitled Motivational Models for Managers and Supervisors, it describes how to deal affirmatively with such personnel problems as resistance to change,

conflicts between individuals, absenteeism and employee unrest or discontent.

(Continued on page 26)



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#### **NEWS IN BRIEF**

(Continued from page 25)

The author reviews the motivational theory and converts it into five basic principles. He explains in detail how to translate these principles into usable techniques that are directly related to actual business situations, and he provides models that illustrate how the properly applied concepts result in better employee performance.

Rosenbaum shows how to maintain or enhance a worker's self-esteem; concentrate on behavior, rather than personality in work situations; use reinforcement in shaping preferred behavior; set goals and maintain communications, and listen actively for improved understanding. Throughout the book, actual case studies and representative dialogues are used to demonstrate the applications of the various approaches.

Bernard L. Rosenbaum, Ed.D., is the president of MOHR Development, Inc. in Stamford, Connecticut, which specializes in the application of the behavioral sciences to a wide range of interpersonal skills. He is also the president of the Personnel Sciences Center in New York, which serves industry in the areas of personnel selection, employee attitude measurement and career counseling.

# Statistics Rise For Lung Cancer Incidence

What is the most important advice Francis Straus, II, M.D., President of the Chicago Unit, American Cancer Society can offer to help protect yourself against cancer?

"My number one bit of advice is this: if you are a cigarette smoker quit. If you don't smoke—don't start."

According to Straus, there has been a 125 percent increase in lung cancer among American men over the last 25 years and the disease will be diagnosed in 88,000 men in 1981. Women, who have tradition-

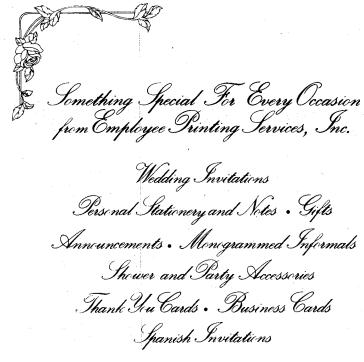
ally had a lower lung cancer rate, are now dying of this disease in greater numbers because of their steadily increasing use of cigarettes. Between the 1950's and the 1980's, for example, lung cancer deaths among American women jumped 200 percent.

"So many people have heard the facts about the hazards of cigarettes that they may feel this is a tiresome bit of repetition," he explains. "There is also a tendency to blame some-

thing else for the fact that approximately 122,000 Americans will get lung cancer this year. It's tempting to blame air pollution. But the real culprit is the cigarette habit."

In spite of the fact that the cigarette story has been well-known since the famous Surgeon General's Report on the hazards of smoking in 1964, the incidence of lung cancer has increased.

(Continued on page 28)



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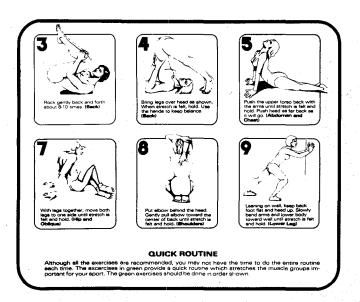
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#### **ASSOCIATE PROFILE**

# **Stretching Charts Can Be Key To Fitness Conditioning Programs**

Stretching to improve flexibility is one of the most important aspects of physical conditioning. Improved flexibility can prevent injury to the muscles, improve athletic performance, prevent and alleviate muscle soreness, and add to all-around fitness. Unfortunately, it is one of the most neglected aspects of most physical fitness and sports conditioning programs.



John Beaulieu, author of STRETCHING FOR ALL SPORTS (Athletic Press, 1980), has developed a series of 13 charts showing stretching routines for 15 different sports. Each chart is an attractive white, black, and green, 2' × 3' poster. The chart contains a pre-stretch warm-up, clear directions and examples for proper execution, and a comprehensive, sport-specific stretching routine which consists of 16 stretching exercises.

These charts are used and recommended by the National Basketball Trainers Association; Ron Culp, Athletic Trainer for the Portland Trailblazers (NBA) and the Portland Timbers (NASL); Frank Furtado, Athletic Trainer for the Seattle Supersonics (NBA); Dick Smith, Manager, 1980 U.S. Olympic Weight training Team; Ron Newman, Head Coach, San Diego Sockers (NASL); and many other sports and fitness professionals.

John Beaulieu has consulted with professional teams and athletes in the development of stretching programs. He has presented workshops on the subject to many different organizations. For more information please contact: Stretching Charts, P.O. Box 3288–N, Eugene, OR 97403.

#### **Interns in Industry**

(Continued from page 18)

jority express their enthusiasm in the confidence they have gained. One in particular, Anne Storer, under the supervision of Kail Seibert in Equal Employment Opportunities (EEO), regards her internship as an exciting opportunity. "I have been able to try out many positions. National offers the flexibility and the one thing I've gotten out of working here is confidence. Before I was scared to graduate, but now I know my skills and can use them effectively." According to Kail, "It is helpful to students to understand the business world as opposed to the educational world so when they get a job their

expectations are not unreal. Internships also give them a sense of direction and allow them to identify their natural skills. If you use your natural skills, you'll be a success."

#### The selection process

Since interns are given the responsibilities of regular employees at National, each intern advisor has certain objectives that can only be filled by the right candidate. According to Lisa DeVincenzi, the employee recreation area at National had approximately thirty applicants from all over the United States and Canada for one summer opening. "What we were looking for was a person who was self-motivated, intelligent and who had career goals that coincided

with those of the company's". After talking to each applicant, they chose Robin MacDonald, a recreation administration major from Chico State. Kimberly Clark, who is presently studying at the University of Edinburgh in Scotland, will be joining Lisa next fall.

Tim Harris, sums up the importance of internships at National. "They're of great value because they give the student the chance to work in an authentic industrial setting as opposed to the theoretical setting. At the same time, these students perform well because they are eager to learn. We at National are serving the community because we are flexible enough to provide experience which allows interaction with us and with the educational process".

#### **NEWS IN BRIEF**

(Continued from page 26)

Although the number of women smokers had declined, those who do are smoking more and the lung cancer death rate among women is increasing. Most disturbing, however, is the increased rate of smoking by girls between 12 and 18 which nearly doubled between 1968 and 1980.

Heart disease, stroke, emphysema and cancers of the mouth and larynx are just a few of the other serious diseases women smokers are prey to. Women smokers also spend 15 percent more days sick in bed with less serious ailments and lose nearly three times as many work days as women who don't smoke.

"Smoking by pregnant women is particularly hazardous for their unborn children," Strauss explains. The nicotine and carbon monoxide in cigarette smoke retards the unborn baby's growth and affects its birth weight. The woman who smokes also has a greater chance of having a stillborn infant than the woman who does not. "That's one of the reasons the American Cancer Society has intensified its campaign against smoking." It urges those women who

smoke to rethink their feelings about smoking. They should consider the following questions: "What were my reasons for starting in the first place?" "Is it worth the consequences? Should I quit? If so, how?"

The Society's Quit Smoking Clinics (which are comprised of small groups of smokers who get together to break the cigarette habit), are also being expanded throughout the country. Call any ACS office for information on these clinics.

Pamphlets on lung cancer and women and smoking are available free of charge from any local unit of the American Cancer Society.

#### Films Introduce Futures Market

"The Vital Force" and "People, Products and Prices," two popular films that provide an informative and fascinating look at the futures marketplace, have recently been updated to reflect changes in the futures trading industry. Both films are sponsored by the Chicago Board of Trade and available on free-loan from Modern Talking Picture Service, the world's largest distributor of sponsored communications.

"The Vital Force," is a 16-minute overview that traces the growth of the Chicago Board of Trade, the

world's oldest and largest commodity futures market. The film explains the factors that lead to the exchange's founding in 1848 and describes its role in agribusiness and world economy. "The Vital Force" is designed as a primer for audiences, high school age or older who are unfamiliar with the basics of futures market trading.

"People, Products and Prices," provides an in depth, 25-minute analysis of the mechanics of futures trading today. The film features interviews with people involved in actual trading, pinpointing the opportunities available as well as the risks. This film is recommended for groups having some knowledge of the market, who are interested in learning how to speculate or hedge.

These 16mm films have been viewed by thousands of students and interested adults over the past five years. The updated versions contain new footage with current information on market trading.

"The Vital Force" and "People, Products and Prices" are available free of charge by contacting Modern Talking Picture Service, 5000 Park Street North, St. Petersburg, Florida 33709, (813) 541-7571.

# **EVIDENCE**

by Frank Havlicek, CIRA Motorola, Inc. NIRA Vice President Research & Education



#### ASPA Surveys Cover Salaries, Budgets, Staff

Len Brice, NIRA/NESRA consultant and former Executive Vice President of the American Society for Personnel Administration has contributed the survey results (right), from the 1981 ASPA/Hansen Pair Salary Survey. The job title is Employee Services Manager and there are a number of similarities common to the recreation/employee services responsibilities of all of us.

NIRA Past President, Al Ward has contributed the following data which should be of considerable interest to all of those in our field:

The American Society for Personnel Administration (ASPA) and the Bureau of National Affairs (BNA) have recently published the results of their joint survey "Personnel Activities, Budgets and Staffs: 1980–81". Here is a distillation of those results which may offer some targets of opportunity for NIRA/ NESRA:

Employee Services (including recreation/social/recognition programs) was ranked 16th in a listing (reflecting frequency of occurrence) of 46 activities relating to the personnel functions. Overall, 85% of the respondents reported "total" or "some"

(Continued on page 30)

POSITION POSITION CODE: 065 TITLE: EMPLOYEE SERVICES MANAGER								
POSITION DESCRIPTION:								
Administers the various programs and services offered to the employee by or through the auspices of the corporation. Areas of responsibility may include: (1) credit union, (2) continuing education programs, (3) employee stores/discounts, (4) suggestion program, (5) company sponsored recreation facilities and/or functions, (6) service awards, (7) fund raising drives, and (8) newsletter or employee in-house organ. Typically reports to top employee relations executive or top unit or corporate pair executive.								
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SUMMARY OF REPORTED SALARIES & BONUSES								
FORM OF COMPEN- SATION:	NO. OF FIRMS	NO. OF EES.	10TH PERCTL	25TH PERCTL	AVG.	50TH PERCTL	75TH PERCTL	90TH PERCTL
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Salary (No Bon, Ees,)	51	52	18.0	20.8	28.0	28.0	32.3	40.3
Salary (Bonus Ees.)	0	12	17.6	22.2	28.0	24.0	29.9	40.8
Bonus (Bonus Ees.)	10	12	.4	.6	3.2	2.0	3.9	7.1
Total (Bonus Ees.)	10	12	18.0	23.4	31.2	30.0	33,3	43.3
Total (All Ees.)	61	64	18.0	22.4	28.6	28.5	32.3	41.4
Average			1.18			ili i		

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#### President's Word

(Continued from page 5)

the cause of such negligent performance can be pointed to poor communication between workers and management. The development of a well organized employee services and recreation program where employees and management work, plan and socialize together can help break down barriers and build bridges to better communication for the benefit of all concerned.

One positive experience I had in working with a local university occurred when a group of business administration majors from California State University did a project paper on Lockheed's employee recreation program. These students put together an outstanding report and emerged from that project sincere believers in the benefits of such company sponsored programs. They also

recognized and agreed that an employee fitness, recreation and services program, to be cost effective. must be managed by a professional just as any other area of a company is, which is managed by and with human resources.

It is my opinion that there is a missing link in the educational process as it deals with employers, employees and productivity. This can be corrected. I strongly encourage that all of us, as concerned professionals, contact our local colleges and universities and challenge them to develop a course in this area that is so vital that it becomes a curriculum requirement for all management type disciplines. The data is certainly available-all that is required is to organize it and present it with aggressive action.

Time is of the essence. The results will be long range and we are years behind in moving in this direction.

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20 North Wacker Drive Chicago, III. 60606

#### **EVIDENCE**

(Continued from page 29)

personnel department responsibility for the Employee Services function and only 7% reported no such activity at the company.

Nearly 30% of the personnel departments reported changes in responsibilities (usually additional duties) with many reporting safety, health, and fitness services, pre-retirement orientation, recreation programs, and employee newsletters as prominent among the new responsibilities. Some respondents—fewer in number—mentioned credit unions, day care centers, employee travel services, suggestion systems, company stores, and ridesharing programs as new duties.

If we may presume that the survey results are generally representative of "state of the art" practices then there are a number of inferences we

may make which may help sharpen our focus on the issues and opportunities before us. Al suggests the following for your consideration:

Employee Services, as a functional activity, is more widespread than had been generally thought. We may need to do more selling of the "how" and less of the "what" and "why" of it. (To put it another way: most organizations have employee services. We should sell NIRA/NESRA's ability to help them perform professionally and efficiently.)

Smaller organizations (i.e., those with fewer than 1,000 employees) are just as likely to be "into" Employee Services as are the larger ones; (but, because they may be less likely to have all the in-house services-print shop, photo lab, etc.-NIRA/NESRA's ability to make it unnecessary for them to build every program from the ground up should be of considerable interest to them.)

#### **ASSOCIATE PROFILE**

# Fund Raising Can Be Nutritious With Help from "Mr. Z's"

Mr. Z's Fund Raising Corporation of Cedarburg, WI specializes in fund raising products which are fun to sell, fun to eat and good for you. Products include Wisconsin cheese, beef summer sausage, kosher salami, pizza, bratwurst, apple pie, pumpkin pie, and natural spices in disposable grinders.

New this year is a beautiful 16 page full color catalog featuring 60 outstanding Wisconsin cheese and sausage gifts that range from \$5 to \$38. Employee groups take orders and Mr. Z's ships the gifts directly to the recipient so the group doesn't have to get involved with distribution.

Dick Raddatz, company president, states that Mr. Z's really offers two different programs. The first is the regular fund raising program which has been available since 1974 when Raddatz founded the company. By sticking with quality nutritious products, Mr. Z's has grown 25% each year and is now nationwide. Mr. Z's recommends the order taking system so groups order just what they need and have no returns to worry about. A free tasting party is available to all employee fund raising committees.

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# January 1, 1982: NIRA Becomes NESRA

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# NIRA CALENDAR

#### Drop in on fellow NIRA members when in the area. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CIRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Jeane Lewis—(614) 261-5166.

**Dallas-Ft. Worth Metroplex Recreation Council**/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CIRA (301) 977-0529.

**Long Island Industrial Recreation Directors Association**/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CIRA—(516) 575-2269.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

**Rockford Area Services Association**/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CIRA,—(714) 238-6865.

**Seattle Metropolitan Industrial Recreation Council**/Seattle, Washington. Meets on the last Wednesday of the month. Contact Marsha Culley—(206) 655-2442.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, C.D. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

#### **Regional and National Conferences**

41st Annual NIRA Conference and Exhibit will be held May 13–16, 1982, Orlando Florida.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio.

For further information about the conferences above contact the NIRA office—(312) 346-7575.

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NOVENBER 1981

# RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION. HEALTH AND EDUCATION

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## What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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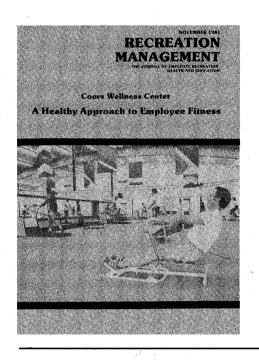
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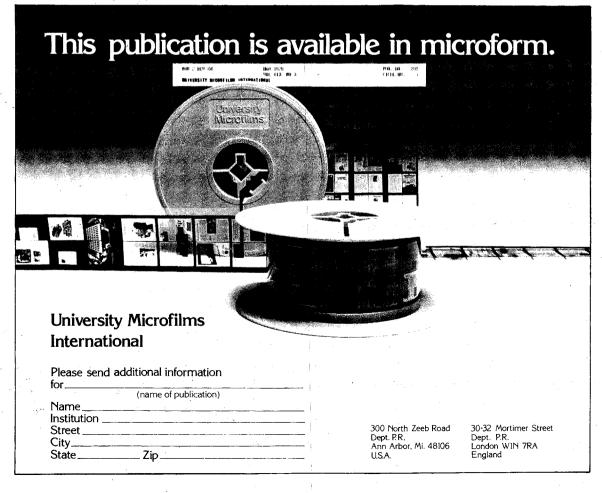


## In This Issue . . .

"Positive is the way to describe the Adolph Coors Company's approach to employee fitness as indicated by the name of its new facility: the Wellness Center. Don't miss our cover story (page 13) outlining Coors' six module wellness program featuring such areas as physical fitness, stress, nutrition, weight control, alcohol use and misuse and smoking cessation.

In a rush? Well, take "Time Out!!" (page 9) for some tips on managing your time more efficiently to accomplish priority goals. It may be later than you think!

In your hands now is the final issue of Recreation Management Magazine. Beginning with our next scheduled issue (December/January 1982) this publication will be known as Employee Services Management to complement and be consistent with our new association name: the National Employee Services and Recreation Association. For complete details on how the NESRA name change will affect our membership structure and services be sure to examine the story on page 7 written by NIRA/NESRA Executive Director Patrick B. Stinson.







# RECREATION MANAGEMENT

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# The NIRA President would like a word with you

# ... about our name change to NESRA

This month's column was written by Al Ward, CIRA, NIRA's Immediate Past President (1980–81). Mr. Ward is the Manager of Personnel Services at Owens-Corning Fiberglas, Toledo, Ohio.

It is said that others judge us in five ways: what we say, and how we say it; what we do, and how we do it; and, how we look. Is one element more important than any, or all, of the others? While strong arguments may be advanced in support of a particular "favorite", there should be general agreement that none is unimportant. Further, it may be demonstrated that, when the several elements are properly combined, a synergistic effect is produced. So it is with our Association: the working together of the various (and vital) parts produces a greater total effect than the sum of their individual effects.

That is the reason NIRA will become NESRA—the National Employee Services and Recreation Association—on January 1, 1982, to give the Association more impact and a "greater total effect". It reflects a determination to retain and build upon the strengths of both Employee Services and Industrial Recreation and to use that enhanced strength to broaden the membership base and provide an ever evolving and growing package of quality services.

NESRA will be operating in some new areas and in some new ways in established areas. Why? Because it should do so (consider how employee expectations regarding benefits/services have changed and grown in recent years); and, because it *must* do so—the business failure rate continues to hover around 90 percent. As-



Kenneth C. Wattenberger, CIRA Lockheed California Company 1981–82 NIRA President

sociations, too, can (and do) fail when they do not stay ahead of the competition.

It was time to put up a new and larger "umbrella"—and label it so people would comprehend its purpose and scope, and seek its "protection". It was both appropriate and necessary to incorporate "Employee Services" in the new title. The following is suggested as a broad and general definition of this frequently misunderstood term: The non-negotiated benefits package of programs, services, activities, and events—generally not directly related to the organization's business purpose—promoted and/or sponsored by management for the purpose of enhancing employee relations, building and maintaining high morale, generating a spirit of cooperation and good will, and demonstrating an interest in employees as people, not merely as workers.

"Industrial Recreation", as a term, has become something of an anachronism. More and more of our members, and potential members, identify themselves as Employee Services practitioners, with the function itself increasingly being found attached to the field of Human Resource Management. They are involved with such diverse, and occasionally disparate activities as service recognition, safety, suggestion plan, employee relocation, CPR and first aid training, blood donor pro-

(continued on page 26)

## **NESRA Membership Categories**

#### **GENERAL MEMBERSHIP**

Dues: \$55.00

Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

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- Employee Services Management Magazine
- Kevnotes

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- Certificate of Membership
- Awards Program
- Annual Conference and Exhibit
- Regional Conferences and Exhibits
- Program Manuals.
- Research Reports
- Recruitment Assistance
- Intern Program
- Right to Vote
- Right to Hold Office

#### **CHAPTER MEMBERSHIP**

Dues: \$30.00

Available to any Chapter and its membership based upon 100% affiliation.

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- Employee Services
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- Kevnotes
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- Certificate of Membership
- Awards Program
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- Program Manuals
- Research Reports
- Recruitment Assistance
- Intern Program
- Right to Vote
- Right to Hold Office

#### ASSOCIATE MEMBERSHIP

Dues: \$375.00

Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

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- Membership Directory
- Listing in Annual Buyers' Guide and Services Directory
- Employee ServicesManagement Magazine
- 20% Discount on Annual Conference and Exhibit Space
- Use of NESRA Associate Member Logo
- 20% discount on advertising in Employee Services Management
- Clerical Assistance for Direct Mail Projects
- Research Reports
- Certificate of Membership
- Right to Vote (for Associate Member Representative)

 Right to Hold Office (for Associate Member Representative)



#### **ACADEMIC**

Dues: \$50.00

Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

#### Services

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- Program Manuals
- Certificate of Membership
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- Regional Conferences and Exhibits
- Intern Program
- Research Reports/Population
- Right to Vote
- Right to Hold Office
- Keynotes

#### STUDENT MEMBERSHIP

Dues: \$15.00

Available to individuals attending a college or university that are interested in the field of employee services and recreation.

#### Services

- Employee Services Management Magazine
- Program Manuals
- Certificate of Membership
- Annual Conference and Exhibit
- Regional Conferences and Exhibits
- Intern Program
- Research Reports
- Keynotes

# New Membership Structure For NESRA

by Patrick B. Stinson
NIRA/NESRA Executive Director

In September, the NIRA/NESRA Board of Directors met in Chicago to discuss the immediate needs of the National Industrial Recreation Association and its progressive transition to the National Employee Services and Recreation Association. Two major areas were discussed and reviewed at length: the NESRA bylaws and the NESRA membership structure.

The bylaws were revised, sent to the voting membership as a referendum in October, and were passed by an overwhelming margin. The basic changes in the membership structure are—elimination of the Organization membership category and equalizing of services to all members.

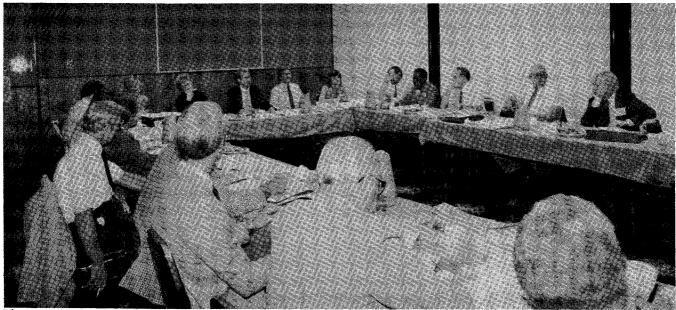
General membership will be for those organizations that do not have a chapter in their area. Though chapter development is growing within our organization, there still are many areas that do not have one.

The General member and the Chapter member will receive all of the same services. Each Chapter will be required to have 100% of its regular members pay NESRA dues.

The membership structure was thoroughly analyzed by staff, NIRA/NESRA consultants Len Brice and Mel Byers, the Membership Committee and the Board and a new structure was implemented. The basis for this decision is as follows:

Three premises were established. One: the field of human resources is growing. Two: special groups within the field of human resources are growing. These groups include such personnel functions as compensation, training and development, safety, employment and re-

(continued on following page)



The new NESRA membership structure and accompanying bylaws were priority items for discussion at NIRA's fall Board of Director's meeting. The meeting was held September 10–11, 1981 in Chicago, Illinois.

RM, November, 1981

#### **NESRA Membership Structure**

(continued from previous page)

cruitment. Third: NIRA/NESRA represents a special group within the human resources field.

Taking a look at human resource related associations, it was discovered that their growth had been tremendous in the last five years. The American Society for Personnel Administration (ASPA) has grown 106%, the American Compensation Association (ACA) has grown 108%, Employee Management Association (EMA) 107% and NIRA 77%. (NIRA Chapters alone have increased 295% over the past five years.)

The gross income increases of these associations within the last five years is ever more impressive. While NIRA has experienced a 3% decrease in gross income, ASPA realized a 413% increase and the ACA and EMA received increases of 282% and 280% respectively. These figures certainly provide evidence for the previously outlined premises.

The next step was to evaluate our present membership structure. We had been experiencing several problems with the NIRA structure and the need for change was determined by the following justifications:

- The category of Organization membership has not grown in any significant amount over the last 25 years. In 1956, NIRA had 309 Organization members. Currently, this category represents 400 members.
- Chapter membership in 1976 consisted of 17 Chapters (12 of them 100% affiliated). Currently, we have 29 Chapters (27 of which are 100% affiliated). Obviously, this category represents NESRA with its largest growth potential.
- Current membership structure restricts the category of Organization membership's growth. The disparity between dues for Organization members (\$100–\$250) and Chapter affiliate members (\$20 per Chapter affiliate), coupled with the similarity of services, restricts the selling of new Organization members in areas that have Chapters. (Currently, Chapter members are entitled to all of the same membership services as Organization members with the exception of the right to vote, right to hold office, receipt of the membership directory and eligibility for the awards program.)
- Chapter affiliate members outnumber Organization members by four to one, and yet they do not have individual voting privileges in Association matters.
- Current membership structure is not attractive to people in the personnel field who also have employee services and recreation responsibilities. They are reluctant to make the financial commitments that Organization memberships require (\$100-\$250).
- NIRA/NESRA is not being recognized as much as it could be by management, employees and the public because of a limited membership that does not provide visibility to the human resources field.

With the need for restructuring established, several potential markets for membership development were identified:

**Personnel Field**—Our reciprocal agreement with ASPA for a free booth exchange at our annual conferences and exhibits has already given NIRA/NESRA excellent exposure into this area.

Associate Members—The club card directors from our themed amusement park members offers NESRA a potential market not currently being thoroughly tapped. There has also been an expressed interest by many of our other Associate members to assist us in membership development.

**Organization Members**—With a reduced per member fee, it is felt that current Organization members will encourage their staff members to become active members of NESRA.

Former Allied Members—This category, active until January 1, 1981, can be reached more thoroughly with this structure. Allied members represented branch plants, subsidiaries and other plant locations of our Organization members. Not only are the former Allied members still available to us, we also feel that this structure will encourage current members to promote NIRA/NESRA to their other sites.

**AAFDBI** Members—This structure will be more affordable to fitness directors who, it is felt, want to learn more about the broad scope of employee services and recreation.

**Volunteers**—This will open the doors to the many volunteer leaders in our field that cannot justify a costly membership in an organization that is not related to their own profession.

**Chapters**—Identified below are a few of the high potential areas for NESRA Chapter development:

Omaha, NE Albuquerque, NM Orlando, FL Atlanta, GA Baltimore, MD Philadelphia, PA Cleveland/Akron, OH Portland, OR Ft. Lauderdale, FL Raleigh/Durham, NC Indianapolis, IN Richmond, VA Kansas City, MO Salt Lake City, UT Louisville, KY St. Louis, MO Memphis, TN Toronto, Canada Nashville, TN Tucson, AZ New Orleans, LA

**Military**—The Special Services Directors in the armed forces will find a new membership structure more appealing. Their responsibilities are similar to counterparts in our field.

(continued on page 22)



As busy work days draw to a close, do you consistently find that you've run out of time and were unable to complete your most important tasks or assignments? Have you spent your days waiting for appointments and wading through lists of endless commitments? Have those piles of paper on your desk ever suddenly grown to seemingly insurmountable heights?

If you've ever encountered one of these organizational hazards, and find that the increasing responsibilities of leadership positions are demanding better management of your limited time, then try time management: the deliberate planning of how to make optimum use of available time. Experience has shown that this effective method of planning can ultimately lead to greater accomplishments, organization and peace of mind.

The first step in an effective time management program is to make a list of the top five to ten tasks you want to accomplish in a set period of time. Once your list is compiled, set priorities and assign a numerical value to each task, based on your personal and organizational goals, policies and timetables. Decide what is truly important and even if the most complicated task on the list is first, jump right in and do it—don't procrastinate.

Try to determine what time of day you perform most effectively and schedule your most difficult tasks at that time. It's been found that most people experience their greatest periods of concentration and creativity between eight and eleven a.m.

Thus, tasks requiring this kind of attention should be performed early, while those involving interaction with others should be saved for a later time. The only way to really determine what times of day are most productive for you is to experiment and find out for yourself. Reviewing previously completed work and the times of day when it was

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#### TIME OUT

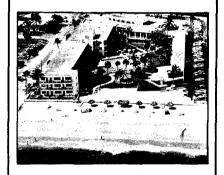
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successfully accomplished can help you plan your work periods more efficiently.

Once you've decided which assignments to tackle first (taking your most productive time of day and other commitments into consideration), work on them one at a time until you have either finished, or the work period ends. As you complete each task, cross it off your list and go onto the next one. Don't think negatively letting worries about your work, regrets about past decisions or procrastination stop you from moving boldly ahead. Take a break occasionally too. It's a good refresher.

While planning time for highpriority tasks, there are other actions. and time saving devices you should consider. Though managers in many work areas promote open-door policies, don't get carried away with this attitude. You should still reserve at

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least one or two hours per day with the door closed for privacy and solitude and to keep visitors from dropping in. If the telephone is a problem, take it off the hook for a while or have someone take messages until you've finished the work at hand.

Many people also tend to overcommit themselves, thereby lessening their productivity and free time. To avoid this, judge requests by their relative importance to other work matters and by your own priorities. You may have to learn to refuse unreasonable requests.

In a similar vein is advice from New Orleans management professor Michael LeBoeuf. In his book Working Smart: How to Accomplish More in Half the Time LeBoeuf reveals: "The secret to doing more is doing less better." Establishing priorities and efficiently carrying out plans, he explains, is the essence of greater organization and productivity.

Learning how to delegate work and authority is another valuable attribute of the successful executive. Find reliable co-workers and delegate more of your responsibilities to them. Not only will they be an asset to you, but they will also be helping themselves by proving their abilities to take on greater responsibilities.

The telephone can also be a great labor-saving device if used properly. Yet, a telephone which is constantly ringing can also become a professional hazard. Answer your phone as frequently as you can, but try to stick to the business at hand. If you miss a phone call return it promptly, or set time aside to return all calls and make some of your own as well. Before calling, plan what you want to discuss by jotting down a few notes, and if you're waiting on hold, double-up tasks by signing letters or opening mail. This makes for greater efficiency and less time spent returning calls for information you may have missed.

A calendar is also an essential tool for the busy executive. Place a largesized calendar on your desk or within easy reach of your telephone to make notes quickly and easily. Carrying a pocket calendar and a daily list of things to do will also help.

In preparing for meetings, send out brief agendas, background information and statements of purpose a few days in advance to help others prepare as well. You will save time once the meeting has begun. During business meetings also take concise notes for easy reference.

Memos, reports, letters and other mail can soon bury an overwhelmed executive in a mass of unorganized paper work. This situation is usually the result of a manager's inability or unwillingness to be organized and decisive. The best way to deal with this situation is to make a quick, confident decision about each item as it comes across your desk and file or discard it immediately.

If an item is worth saving, promptly file it in a system which enables you to recall information conveniently. Be sure not to let that "to read" pile grow too large either. If you can't decide what to do with a paper, ask yourself what the worst is that can happen if it is discarded. If the consequences aren't serious, toss it out.

Time management experts also suggest that many daily decisions such as who to delegate work to can be made in this same way. Little is gained by delaying a decision, and valuable opportunities and time may be lost in the interim.

Another time-saving technique involves your ability to use committed time. Use your commuting hours to and from work to complete simple tasks, make notes or dictate letters. While traveling longer distances, guard against inconveniences by using carry-on luggage and confirming hotel and car reservations in writing.

By implementing some of these techniques you too can complete your most important assignments and avoid being overwhelmed at your desk by insurmountable piles of paper. Through the time spent planning and organizing, you can achieve greater productivity, more freetime and the satisfactions that come with an organized, efficiently spent workday.

# **IDEAS CLINIC**



by Melvin C. Byers, CIRA NIRA Consultant

What employee services are provided by the employee recreation association, and why is this association considered the responsibility of the Employee Services Department?

There are employee services offered through the employee recreation association and there are others which are provided solely by the Employee Services Department. Those services which do not require close full time supervision or excessive workloads or management approvals may be administered by the recreation association officers. These could include such service as employee blood drives; discounts for merchandise and entertainment offers; remembrances for illnesses, births and deaths; recognition awards for activities and services; and a number of educational programs that include both recreational and business training for employees and their families.

Other services might include loan equipment classified ads; babysitting services; hired hand directories; physical fitness programs; vending machines; and a variety of other convenience services.

These are some employee services offered which may be joint efforts of both the employee organization and management. United Way U.S. Savings Bond drives, credit union promotion, company stores, cafeterias and food services, employee parking lots and car pools, employee suggestion systems, annual picnics,

and some employee family events are examples. Others are employee luncheons; pre-retirement seminars; company newsletters, bulletin boards and other internal communications; civic activities and community involvement; retiree clubs; employee welfare and emergency assistance; and recreation facilities.

Services such as ticket sales requiring considerable time and responsibilities, contracts or agreements for facility rentals, hiring of coaches, instructors, entertainers, and so on are considered management's responsibility. Public relations and legal involvements are directed solely by the Employee' Services Department representing management's interests and policies.

Because there must be a continuity of operations from one year to another, and someone responsible for guidance and direction, the Employee Services Department is best suited to serve in this regard. Without its assistance, an employee organization might find itself in situations that would be distasteful, harmful or that would raise liability problems between the supervision and the employees involved. Therefore, both the company's sponsored employee association and the department of Employee Services must each play a role in the programs offered benefitting both management and its employees.

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RM, November, 1981



#### Coors Wellness Center

## A Healthy Approach to Employee Fitness

It seems the majority of the country is talking about stress and related pressures that develop due to financial problems, job pressures and today's high-paced life style. For the majority of the work force, there is little or no answer to the pressures of stress, especially from one's employer, who is constantly looking for greater production at a reduced cost.

Instead of turning away from the pressures that could possibly affect each of its 10,000 employees, the Adloph Coors Company of Golden, Colorado, has taken the bull by the horns. Coors recently completed construction of the Coors Wellness Center, a health and wellness facility for all employees, spouses and eligible dependents.

The Center, a renovated supermarket at the entrance to the brewery, was conceived as a 'unique health benefit' because of what Coors terms a moral obligation by the company to provide employees with a work environment that encourages good health and wellness. The thrust of the project rests on the shoulders of the company's chairman and chief executive officer, William K. Coors. He has been instrumental in developing not only the concept of Wellness, as defined by Coors, but in taking a personal interest in the construction of a facility that would ensure employees' health through exercise, nutrition and stress management.

Coors has held strong convictions for many years in regard to health and health care.

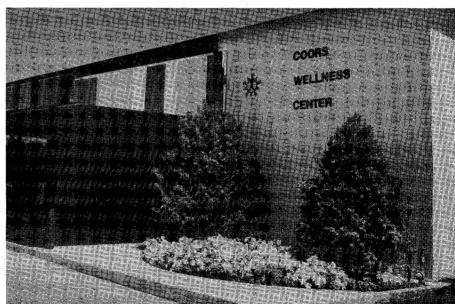
"I believe 90 percent of the illness in this country is a result of individual life styles" said Coors. "Certainly there is the need for medical benefits for those who need such care. But in my view, it's possible for each of us to reduce our need for medical attention through proper diet and adequate exercise."

Coors goes one step further. He feels not one person in a thousand knows how to develop the kind of lifestyle that will keep them out of the doctor's office.

"Most people feel that they should be eating less and exercising more," Coors said, "Unfortunately most of them have no way of pursuing a healthier lifestyle nor do they have accurate information on how they can enjoy maintaining good health."

The company hopes it has eliminated those barriers for its employees. The Wellness Center contains a jogging track, five treadmills, jogging-type trampolines, rowing machines and six bicycle ergometers. The facility also has large exercise areas, a classroom and nutrition bar.

(continued on next page)



A renovated supermarket at the entrance to the brewery, Coors' Wellness Center in Golden Colorado houses a variety of exercise machines, a jogging track, classroom and nutrition bar all for the use of employees.



Bill Coors (left), Chairman and Chief Executive Officer of the Adolph Coors Company keeps pace on an exercise bike with Lori Oglesby. Employees have logged more than 12,000 miles on the bicycles since the Wellness Center opened last June.

To use the facilities, Coors employees undergo an orientation, which includes an overview of the wellness concept, and an explanation of the health modules available through the center. Most importantly, a health screening is conducted which gives the Wellness Center staff a good indication of each employee's fitness and helps the staff prescribe the proper physical fitness program for the individual.

The range of participation in the Center varies with the wants and needs of the individual. Many feel an hour or so of physical exercise three days a week is enough to reduce stressful tensions. Others get involved with jogging, aerobics and instructional classes.

The Center is staffed to help employees' and spouses' determine individual needs and how the Center can most benefit them. The Center staff is headed by Harry Reitan, Coors' manager of health services. Reitan received a Ph.D. in social psychology from the University of

Florida, and has been involved in the Wellness Center concept since its inception in early 1980. He has designed many of the Center's modules. Max Morton, a Ph.D. in exercise physiology, is the supervisor of the physical fitness module.

The Wellness Center is composed of six modules, each having a certain amount of overlap. The largest is the physical fitness module. The others include nutrition, stress management, weight control, smoking cessation and alcohol use and misuse. A staff of eight, three for administrative functions and five for the physical fitness modules provide professional guidance and instruction. Coors is currently using outside experts as instructors for the remainder of the programs.

The physical fitness module is the core of the program, with aerobic exercise as the paramount activity, it features stationary exercise devices including treadmills and rowing machines. Dynamic aerobic exercises are conducted on the indoor running

track and the aerobic exercise floor area. The primary emphasis is cardiovascular conditioning rather than recreational activity. Emphasis has been placed on aerobic conditioning, flexibility, well backs and some strength training where it applies to individual needs.

The nutrition module is an educational and informative program. A nutritionist, assigned to the Wellness Center, is responsible to the Coors Industries' food vendor. The program is available with classes ranging from improving normal diets to attending to the special needs of athletes, cardiacs, diabetics and pregnant women. Dietary counseling for any participant is available on an individual basis. The interaction of the nutritional module extends to all other modules as well as through all Coors Industries, for not only has the food in the lounge at the Wellness Center been directed toward a healthier selection but the nutritionist has also improved the food selections throughout the company. The knowledge and information leading to a healthier diet is being provided in each of the lunchrooms throughout Coors Industries.

The Coors Wellness Program is, in effect, a stress management program. Helping employees to cope with stress is an integral characteristic of the Wellness Center. All modules incorporate some element of stress management. It was also clear that a module should be included to teach specific skills for coping with stress. This module is designed to assist participants in developing selfmanaged relaxation coping skills.

The Center offers a weight control module, the Knotts-Stewart Weight Control Program. This module focuses on habits of eating, activity and nutrition. It emphasises long-term behavioral changes in each of the above areas. The module provides essential basic knowledge of the relationship between styles of eating and diet verses physical activity and fitness. There is also the sys-

tematic coaching in each individualized program to help each person alter their own eating and exercise habits.

The smoking cessation module has been developed along traditional behavioral change approaches. Unique features include strong nutritional, stress management, and physical fitness components. In addition, a monetary reinforcement schedule is used in this module to facilitate successful long-term cessation.

The last module is the alcohol use/ misuse unit. This module, developed by Coors, is designed to address the "average" American adult in terms of what we know about alcohol, what we think we know about alcohol, what we don't know about alcohol and the whys about alcohol. It differs in that it is not a treatment approach for those who are candidates for such programs. The Coors approach is an educational method predicated on the premise that informed people are better prepared to make informed decisions with regard to alcohol. Participants in this module are taught, in a workshop format, about environmental factors that could contribute to alcohol misuse, the role of stress management with regard to alcohol and the sociological and psychological factors involved in alcohol misuse.

According to Dr. Reitan, the six wellness modules are interlaced on the premises that together the modules can provide a higher level wellness environment for all participants. "Each module has a built-in interaction with other modules, but each may also stand alone," Reitan said. "Support and integrated plans for participants seeking wellness are developed by the Coors Wellness Center."

Another unique feature of the Coors Wellness Program is that for many of the modules, participants receive monetary reinforcements for behavioral changes. The participants initially pay for the cost of the module. Those individuals who successfully meet their objectives over the course of a 12-month period are incrementally reimbursed as a function of their success. Long-term success results in the individual paying a relatively small percentage of the cost for the module with Coors paying the majority of the costs.

Coors employees are by no means required to use the Wellness Center facilities. Bill Coors is not concerned with whether the program will result in increased worker productivity. "I never think in terms of the costs versus the benefits; that is a great mistake management of American corporations too often makes," he says. "Everything you do doesn't have to bring in more income."

Nonetheless, employee response has been outstanding. Even before all of the modules have been implemented, Coors hopes to develop a work environment that encourages every member of the company to be dedicated to wellness. More than 1,500 Coors people are active in the Wellness Center.

The Coors Wellness Center is unique and a first for private industry in Colorado. The top management of the company believes this program is a standard by which to measure all other wellness programs.

"The goal of the company," said Dr. Reitan, "is to have the healthiest workforce in the Rocky Mountain area." With the initial response to the Center, Coors is well on its way to total "Wellness."



These ladies take time out at lunch to limber up at the exercise bar during an aerobic movement class.

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The National Industrial Recreation is known by the companies it keeps-vear after year. Over 2,200 company members represent NIRA, which was established

in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606. Phone: (312)-346-7575.

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# "Professionally Speaking. . . ."

NIRA's 30th Annual Region VII Conference and Exhibit

"Professionally Speaking..."—that was the theme of the 30th Annual NIRA Western Region VII Conference and Exhibit held at the Hilton Riviera in Palm Springs, California. This year's event, held September 17–20 and sponsored by the Greater Los Angeles Area Industrial Recreation Council (GLAAIRC), drew more than 400 delegates, exhibitors, spouses and students from the field of Employee Services and Recreation to the annual gathering of seminars, exhibits and social activities.

Opening day events began Thursday afternoon with registration and the opening of the exhibit hall in the Riviera Convention Center where 83 exhibitors were represented. Evening activities included a western barbecue and entertainment by the Bodie Mountain Express, Knott's Berry Farm, following a welcoming address by Conference Chairman Harry Bougeno, CIRA, of the Los Angeles Times.

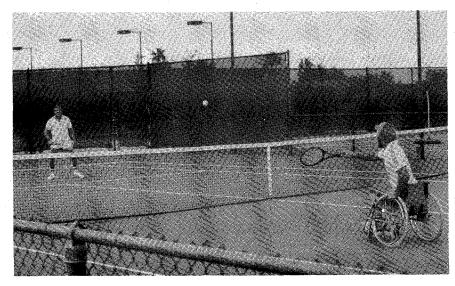
Friday's agenda began with an all delegate breakfast at which Dr. Virginia More spoke on the subject of "Effective Time Mangagement." This was followed by a number of concurrent sessions delegates could

choose to attend. Among them were: "Trials and Tribulations of a Recreation Director" with attorneys Jerry Angle and Paul Beer who presented liability issues, and "Innovative Approaches to Human Services" with Ira Schoenholtz of the National Foundation of Wheelchair Tennis; Jonell Flick, Fluor Corporation, who discussed ridesharing programs, and Leroy Hollins, Martin Marietta, who discussed drug and alcohol abuse counselling programs for employee rehabilitation.

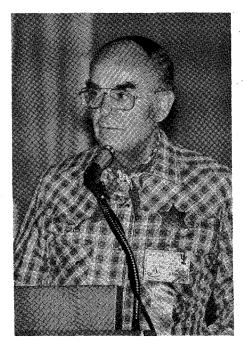
Part two of this informative session found delegates raptly attentive to Dr. Wayne Buck, Medical Director for the Los Angeles Times, who discussed such all encompassing employee assistance programs implemented at the newspaper as CPR classes, hearing conservation, glaucoma testing, immunization programs for foreign correspondents, pharmaceutical and laboratory services and personal employee coun-

(continued on page 20)













Among the activities at the NIRA Region VII Conference and Exhibit were visits to the exhibit hall (opposite page), and (clockwise from top): a demonstration of wheelchair tennis; a hearty welcome from Harry Bougeno, CIRA, Conference Chairman; a lesson in trust as blindfolded delegates were taught to swim; remarks from NIRA President Kenneth Wattenberger, CIRA; and a host of informative educational sessions.

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#### "Professionally Speaking. ." (continued from page 18)

selling on such matters as alcohol and drug abuse, marital, divorce and emotional problems, suicide prevention, financial and legal advice, stress, and job-related anxieties. Dr. Buck also discussed the newspapers' outreach program for retired and disabled employees and its commitment to hiring the autistic and handicapped.

Afternoon sessions began at 2 p.m. with delegates choosing between "User Fees-Where the Bucks Stop and Go" and "Recreation: It Does Increase Productivity." In the latter session, Craig Finney, Ph.D., California State University, presented attendees with documented research data proving effectiveness of recreation on employee productivity.

These sessions were followed by a demonstration of a wheelchair tennis game on the hotel courts between Ira Schoenholtz and Brad Parks, both of the National Foundation of Wheelchair Tennis. The exhibit hall then reopened to give delegates and exhibitors another opportunity to exchange program ideas.

Saturday's activities began on the upbeat note of "Yes, You Can" when Harry Cordellos, a blind sports enthusiast, showed through words, slides and film how he and others like him have been able to overcome their handicaps of blindness to compete and succeed in such competitive sports as marathon running, swimming, target shooting, baseball, windsurfing and three kinds of skiing-water, cross country and downhill. Later that afternoon, Harry demonstrated his aquatic skills and had others join him in a lesson on teaching the blind to swim.

Concurrent sessions Friday morning covered such topics as physical fitness and rehabilitation, IRC clout, "fun-raising activities," and a seminar for exhibitors. These sessions were followed by lunch and the annual membership meeting of NIRA Region VII during which regional elections took place.

At 1:30, delegates gathered in a general session to hear Bernard Rimland, Ph. D., present "What Research Says About Nutrition and Health." Conference attendees then had their last opportunity to visit the exhibit hall and garner ideas for future employee programs and activities they could implement in their own companies. The day was capped with a banquet, dancing and entertainment by the Trans Atlantics and Art Deco and His Society Orchestra. compliments of the RMS Queen Mary.

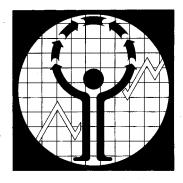
Sunday morning found conference delegates gathered for a lamboree breakfast and exhibitor prize drawing where NIRA President Kenneth Wattenberger, CIRA, and NIRA Executive Director Patrick Stinson addressed the delegation on NIRA's future as NESRA—the National Employee Services and Recreation Association. With thanks to all, Conference Chairman Harry Bougeno officially closed the conference.

Others on the Region VII Conference Committee responsible for the event's success included: Dave Baker, CIRA, Xerox Corporation; Dee Dahl, Hughes Aircraft; Barbara Dunn, Ralph Edwards Productions; Jim Federman, Arrow Charter Lines; Bobbie Love, CIRA, TRW; Nick Minadeo, Byrne Home Furnishings; Kathy Nelson, Times Mirror Press; Bev Rader, Catalina Cruises; Lisa Saks, R & D Associates; Dom Spinosa, MGM Studios, Al and Patty Sylvester, Sylvester Specialty, Inc.; and George Viveiros, Deans and Homer.

## RECREATION MANAGEMENT becomes **EMPLOYEE SERVICES MANAGEMENT**

with the December/January 1982 issue

# Fitness/Health Bulletin



Richard M. Brown, CIRA Texas Instruments, Inc.

NIRA Vice President Fitness and Health



# Setting Up A Fitness Program Should You Do It Yourself?

As we mentioned in last month's column, one of the first decisions to be made—after getting the go-ahead to implement an employee fitness and health program—is whether you are going to do it yourself or contract with outside agencies or individuals to run it. This decision may be based on the potential availability of facilities (space) which can be devoted to the program. This is often a major stumbling block in developing an employee fitness program—but it need not be.

An on-site facility is undoubtedly conducive to ensuring a successful program but many employers are reluctant to invest money in major renovations or additional facilities until they are convinced that the program benefit warrants it. Any program designed for cardiovascular fitness requires vigorous exercise and this, in turn, makes shower and changing facilities a minimum requirement. If this cannot be accommodated on-

site then you must be content to run your program in outside facilities such as those provided by YMCA/ YWCA's, colleges and universities or private fitness clubs.

Let's look at the various options available\*:

- 1) Off-Site Facility—program organized by an outside agency
- Off-Site Facility—program organized by company staff
- 3) On-Site Facility—program organized by company staff
- 4) On-Site Facility—program organized by outside agency

Option number one is probably the least desirable of the four because of a) inconvenience and b) lack of control over program content. There is

(\*taken-in-part from Campbell, John, "FACILITY CONSIDERA-TIONS IN EMPLOYEE FITNESS PROGRAMMING," EMPLOYEE FITNESS—THE HOW TO, Proceedings Of The Ontario Employee Fitness Workshop, March 1979.)

some evidence that having the program off-site can cut participation by at least one-half. It is sometimes possible however to contract to have a program run for a particular employee group exclusively, and this will at least provide some continuity and camaraderie which increases the chances for success.

Where an off-site facility is utilized, it is essential that the time and effort to get to the facility be minimal. Finding agencies which meet all these requirements may prove to be difficult in some areas. You should first look toward the YMCA/YWCA's. They offer an excellent program called the "Y's Way To Physical Fitness''—and many of their centers are prepared to work with corporations on an exclusive contract basis. Other agencies which may offer similar programs include colleges and universities, community centers and some private health and fitness clubs.

(continued on page 22)

#### Fitness/Health Bulletin

(continued from page 21)

A better alternative, if you must use off-site facilities, is to provide program leadership and direction from your own professional staff. Control of program content and establishment of the company/participant bond are important elements which can be added by this means. Probably more important however is that having your own personnel to direct the program allows you a great deal more latitude in finding facilities situated in close proximity to the work-site. School gymnasiums or classrooms, church basements, vacant stores or warehouses, or community centers are all potential facility sites.

A fitness program offered at the work place will generally be much more appealing to the employee because of its convenience. Beyond showers and changing areas, the extent of the facilities will depend on several factors: available space; number of potential participants; budget restrictions; and the availability and qualifications of personnel to direct programs.

At its simplest, the door to the fitness area is the "exit" door—the fitness area being "the great outdoors." In some areas of the country, running, walking or cycling can be a comfortable activity on almost any

day of the year. A little direction and assistance by qualified personnel will help people get started and stay motivated to continue. But obviously the more motivated employees will do their own thing if they are just given the convenience of a place to change clothes.

The next step up is to provide a room for individual exercise. Areas as small as 300 square feet can be equipped with stationary bicycles, treadmills, rowing machines and possibly some weight training apparatus. Areas can also be set aside for floor exercise, stretching and rope skipping. This area may be supervised or unsupervised.

As cited in an earlier article, the success of a program is greatly enhanced by the presence of a qualified, enthusiastic exercise leader. Having this person also allows the company to offer group exercise classes. Programs such as aerobic dance and jazzercise have proven to be a popular way of motivating female employees to achieve fitness. A space of at least 1500 square feet is generally necessary to conduct these programs. In areas of the country having a considerable amount of inclement weather, larger areas also can be used for walking and jogging.

Beyond those facilities described above, you are moving into an area of specially designed fitness centers which require a much larger commitment of capital assets and expense funding. In addition to the areas described above such specialized facilities may include provision for medical and fitness testing areas, a full-size gymnasium, a banked and cushioned running track, squash and racquetball courts, a swimming pool and various spa facilities such as whirlpools and saunas.

Generally, when a company is ready to start allocating space or capital assets to provide anything beyond the simplest fitness area, it is also prepared to fund the salary of a qualified fitness director. There may be some reasons however that the addition of a full-time dedicated staff person is not warranted or advisable (for example, in a small company of only two hundred to five hundred people.) In this case option number four may be the way to go. That is, bring in qualified personnel from outside agencies.

Again, the Y.M./Y.W.C.A.'s may be your best resource. In the last year or so there have also been many "fitness consulting" companies springing up across the country. Many of these people are highly qualified and can come into your facility and do the "whole thing"—including facility program design, promotion, instruction and continuing education classes. This may be a good and easy way to provide a quality program for your employees, but you probably need to be prepared to pay a little more for it.

#### **NESRA Membership Structure**

(continued from page 8)

The following figures from the U.S. Department of Commerce show the number of companies in the United States in 1978 according to the number of employees:

Number of Employees	Number of U.S. Companies
100–250	63,643
251-500	18,783
501–1,000	7,995
over 1,000	4,441
Total	94,862

These figures illustrate the tremendous potential before NESRA. A recent study done by the Bureau of Na-

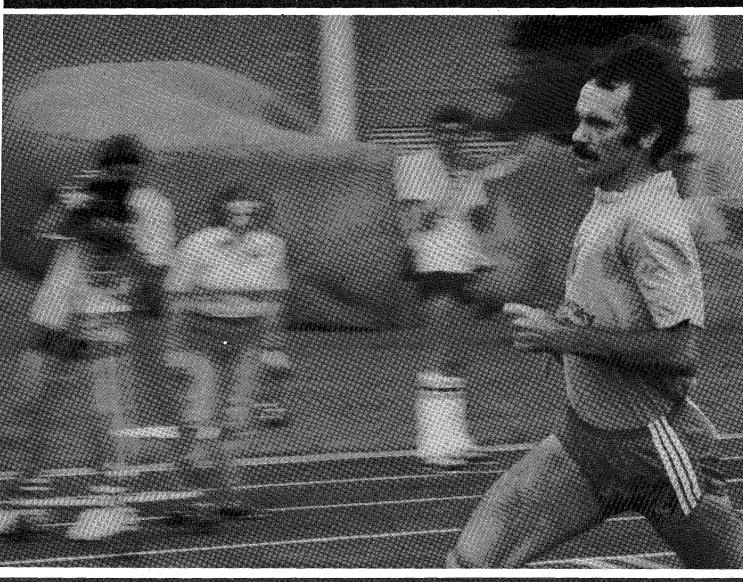
tional Affairs and the American Society for Personnel Administration revealed that 85% of the respondents provide some sort of employee activities program. In the U.S., NIRA/NESRA already represents the majority of companies that have full-time professional staff and recreation facilities.

It is time for NESRA to take this experience and knowledge and expose it to the human resources field. We are the acknowledged leaders in the profession of employee services and recreation. We remain determined to progress through growth in membership, and in recognition, as an essential factor of sound business management.

If you have any questions regarding the new NESRA membership structure, please contact Executive Director Patrick Stinson at NIRA/NESRA Headquarters.

# THIE GHALLENGE

by Lisa DiSilvestro



What do employees in the Greater Kansas City area do for summer fun and recreation? They compete in the highly successful Kansas City Corporate Challenge for fitness.

This not-for-profit competition, created by Kansas City Power and Light Company personnel representative C. M. "Spark" Needham, offers a series of olympic-type games to athletes who wish to represent their corporations in a competition for fitness.

First held in June, 1981, the Corporate Challenge offers twenty-two games with separate men's and women's events in swimming, cycling, tennis, golf, track events, horseshoe pitching, handball, racquetball, and bowling. It also offers a pentathalon and a co-ed relay track race. Judges award gold, silver and bronze medals to first, second and third place winners. First through sixth place awards, which are based on point values, are distributed to the

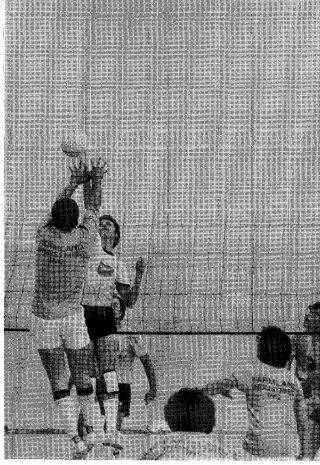
winning teams in each event.

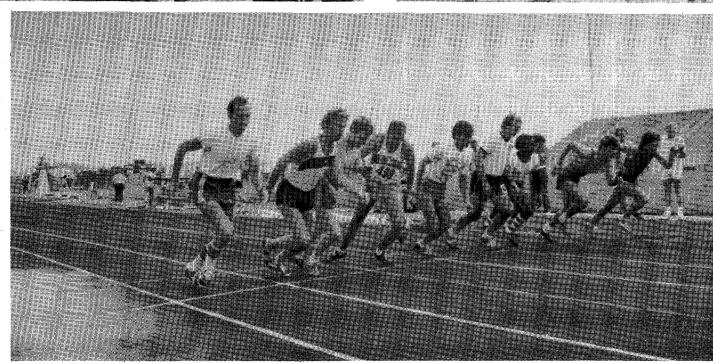
Last year 1300 individuals from 22 corporations (or 50% of the greater Kansas City area companies) participated. During this year's competition, held June 19–21, the number of employees rose to 2300, with 34 companies represented in the events. The overwhelming positive feedback received from the general public and through employee questionnaires has

(continued on next page)

Weightlifting, volleyball and track are just a few of the many olympic-type athletic events held during the Kansas City Corporate Challenge for Fitness. Last year the Challenge drew 1,300 individuals from 22 corporations.







#### THE CHALLENGE

(continued from page 23)

determined that the Challenge will remain an annual event.

Needham first considered the idea of a Corporate Challenge and discussed it with local representatives of corporate personnel and public relations departments in June, 1979. A favorable response enabled company employees and volunteers to begin planning the Challenge by February, 1980.

Needham and the planning committee recognized the need for this type of quality event in the corporate world. They also realized that many athletes wanted the opportunity to compete for their companies, just as they may have competed for their high schools and colleges. Corporations also benefit from these games through more productive, physically fit employees.

Participation requirements are minimal. Any corporation in the greater Kansas City area is eligible, and must pay an entry fee of \$400 to cover the expenses of facilities, insurance and awards. Any regular, full-time employee of a sponsoring company who has an amateur athletic standing and is at least 18 years old may participate. Each employee must also sign a waiver stating that he or she is in good health and indemnifying participating companies from claims arising from injuries. Among the companies who have sponsored employees for the Challenge in the last two years are Allstate Insurance, Bendix, IBM, the Midwest Research Institute and the Kansas City Power and Light Company.

Leon Younger, Superintendent for the Johnson County Kansas Parks and Recreation Department, and his committee lent excellent support to the effort and adapted parts of its individual recreation program to the corporate program. Gene Fritz of the National Alliance of Business was responsible for promotion and media publication, and Linda Christy of the Austin Company and the Bendix Corporation were also instrumental in originating the Challenge. Both year's competitions have been videotaped by participating corporations.

The Corporate Challenge was held at the Shawnee Mission South High School, a neutral setting with an indoor swimming pool, outdoor track, volleyball courts, a pentathalon field and a concession stand. An opening ceremony was also staged, and included an Olympic flame, a parade of athletes, a banner procession by company representatives and a flagraising ceremony which one observer described as "spine-tingling." Last year, sports figure Tony Sheverini presented the overall team awards, and this year, Kansas City Sports Commission President Alex George, a former champion of mixed doubles tennis, was the master of the opening ceremonies.

Kansas City coordinators are also considering holding a winter Corporate Challenge. More indoor events could then be added in the winter and more outdoor games, including mixed doubles tennis, could be added in the summer.

Yet the Corporate Challenge is popular not only in Kansas City, but in other areas as well. This year, the Challenge was invited to run an event in the United States Indoor Track and Field Competition. The event was so popular with the participants and audience that the number of track and field events may be increased next year. Also, corporations in cities such as Denver, St. Louis, Dallas, San Antonio and Milwaukee are also considering plans to sponsor competitions like the Corporate Challenge. And in fact, Needham envisions the day when Kansas City will hold national finals for the Challenge.

When asked what the most special moments of the games were, Needham replied, "There isn't any greater reward than hanging a medal around the winner's neck, and seeing that smile cross his face."

He also added that two Special Olympic events, a forty-yard sprint and a wheelchair race, were held specifically for developmentally disabled employees. The last person, as well as the first, across the finish line also received a standing ovation. In the Special Olympics, every participant is a winner.

If your company or NIRA/NESRA Chapter is interested in organizing such events, and would like further information, contact C. M. "Spark" Needham, Personnel Representative, Kansas City Power and Light Company, P.O. Box 679, Kansas City, Missouri 64141. Phone: 816/556-2497.



Eileen Horn (above) of the Midwest Research Institute competes in the Women's Pentathalon as spectators look on.

# NIRA NEWS

# Softball Tourney Is MIRC Success

The Massachusetts Industrial Recreation Council held its second annual invitational softball tournament in August. The host company for the event was Avco of Wilmington, Massachusetts. A very scrappy Zayre team fought and scratched its way to the finals only to be defeated by a very confident and energetic Polaroid team. Both teams turned in an excellent performance in the deciding game. Congratulations to all.

Next year's tournament will include women's competition. Ten companies have already expressed interest in entering their women's teams in the third annual Massachusetts Industrial Recreation Council's invitational softball tournament. Special thanks go out to tournament committee members Chuck Bouchard, Linda Marchi, Harriet Kane, Celia Luchessi, and Alice and Dom Bucca.



NIRA/NESRA Board member Chuck Bouchard (right) tournament coordinator, was assisted by NIRA/NESRA Treasurer Alice Bucca and her husband, Dom Bucca in the serving of refreshments at the Massachusetts Industrial Recreation Council's second annual softball tournament.

#### President's Word

(continued from page 5)

gram, tours and travel, child day care, ride sharing, fitness, sports, employee store, and credit union. The list goes on and on.

In addition, many of these same people are personnel generalists who wear more than one hat. For them, affinity with an association which gives preeminent attention to employee services (which is likely to be the label on one of their hats) is both natural and logical. It was appropriate, and important, that the Association reach, serve, and retain these people. The name change—and the purposeful determination behind it—will aid us in the attainment of our goal.

A word of caution: the adoption of the new name must not lull us into a false sense of security. January 1, 1982, marks the date of a campaign begun, not of a

victory won. Worthwhile accomplishments are the product of diligent effort over time, not of the hiring of a public relations firm.

NESRA does not represent what we have become, but rather, what we are becoming.

# January 1, 1982: NIRA Becomes NESRA

# **NEWS IN BRIEF**

# **Dream Vacations Await Well-Prepared Retirees**

For many people in their forties and fifties, travel means a harried business trip with one deadline after another, or a busy one or two-week family vacation that leaves participants longing for recuperation before returning to work. That's why retirement can be a traveler's dream, states Hugh Downs in THE BEST YEARS BOOK: How to Plan for Fulfillment, Security, and Happiness in the Retirement Years, with co-author Richard J. Roll.

Free of schedules dictated by the job and children and able to take advantage of over-65 discounts or off-season rates, retirees can take the time to satisfy burning curiosities developed over a lifetime. But, warns Downs, travel can still be filled with pitfalls for the uninitiated. Most retirees living on fixed incomes can ill afford to have a costly vacation go awry.

Middle age is the right time for thoughtful planning to avoid travel mistakes and disappointments in retirement, says the popular host of ABC-TV's "20/20." Downs outlines a personal inventory that can help anyone determine his or her travel preferences. Step one: consider which general aspects of travel appeal to you most.

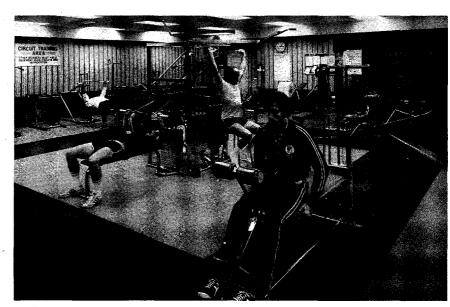
Accommodations. Do you prefer the service (and expense) of a luxury hotel? A motel or guest house? Renting or exchanging an apartment or private home? A camping trailer?

Transportation. Does the cruise ship appeal to you? Fast air travel? Thrifty land transportation like a bus or train that lets you see the countryside? A car that gives mobility in exchange for the added strain of driving?

Destination. Do you want to see a bustling city of restaurants, stores, museums and theatres? The outdoors? A wilderness? A beach? Or a foreign country, where food, language and culture are strange and new?

Arrangements. Do you want to go with a group or design your own trip with your travel agent?

(continued on next page)



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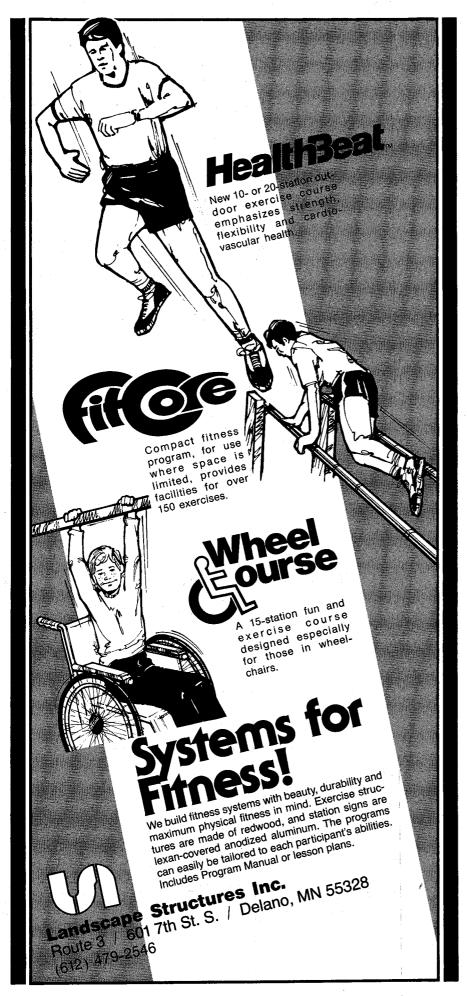
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#### **NEWS IN BRIEF**

(continued from page 27)

Assess your responses. Do you prefer a group, but feel constrained boarding sightseeting buses for museum tours? Why not try a cruise? If spending money quickly makes you uncomfortable but you're headed for a big city, swap homes with someone rather than pay high hotel rates. Do you want to meet new people along the way, or build a closer bond with your traveling companions by sharing new experiences? Your answer could mean the difference between a group tour and a quiet time at a beach or campsite.

Now, let your imagination soar. Which foreign countries and languages interest you? Think of all the places in the United States you've wanted to see. Think of relatives you'd like to visit. Do they live near an attractive vacation spot? Could you attend special conventions, competitions, displays or performances connected with your hobbies or other interests? Have your friends recommended places to you? Is there a sports facility in a particular area—skiing, fishing, or a golf or tennis camp?

Reflecting on your answers, you can begin to make choices. Taking a new mini-vacation will allow you to experiment with the various kinds of accommodations, activities and means of transportation you prefer. But above all [remain flexible], Downs advises. If you've always wanted to see Paris or Tokyo and the only way you'll ever afford to is with a group, realize that you'll have to compromise. Accept it and work out any inner conflicts before leaving home.

"By getting all you can out of getting ready for a trip," Downs explains, "you'll be increasing the overall value of your vacation.

Even if some of your travel experiments are disasters, you'll get the satisfaction and sense of adventure which comes from trying something new!"

(continued on page 29)

# Research Handbook: Sound Business

Anyone seeking to identify the best sources of information for a research project, learning how to find and follow a good lead or ensuring that the research report written will be read may find a copy of the Business Researcher's Handbook beneficial. During the past six years Washington Researchers, the publishers of this manual, have satisfied countless information requests, written thousands of reports and interviewed and hired hundreds of researchers. They have compiled their valuable information into this handbook written by Leila K. Knight, a partner in Washington Researchers.

Among the topics discussed in this unique "how to" book are:

- How to select information sources.
- When to use published sources and when to track down experts.
- How to get the most from talking to an expert.
- How to make sure that important items in the report are read.
- How to keep track of reports and file them for further reference.
   Copies are available for \$45.00 from:

Washington Researchers 918-16th Street NW Washington, D.C. 20006 202/833-2230

# **Gun Club Shooting Safety**

Each year at gun clubs across the country, shooters of all ages fire millions of rounds to break countless clay targets. And, in addition to providing enjoyment for millions of men, women and youngsters, clay target shooting manages to post an enviable safety record every year.

Skeet and trap are among the safest sports because of the emphasis which is put on safety at gun clubs.

Two of the cardinal rules for shooting safety at a gun club are: always to keep gun muzzles pointed in a safe direction and always to keep shotguns unloaded with the action open until it is your turn and you are in position to shoot.

Occasionally, a gun will misfire. When that happens, the shooter should keep the gun pointed in a safe direction, wait 30 seconds, open the action and unload. A shooter should never leave a station with a loaded gun. It is also a good idea to unload the gun if there is a malfunction at the traphouse which delays shooting.

Changing stations at skeet or trap also requires considerations for safety. In skeet, good manners and safety require that shooters never move to the next station until all squad members have finished shooting. When changing stations at trap, the shooter should always walk behind other squad members with his gun's action open and the muzzle pointed up.

As with any shooting sport, ear plugs or muffs and impact-resistant shooting glasses should always be worn.

(continued on page 30)



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#### **NEWS IN BRIEF**

(continued from page 30)

There are a number of other safety precautions that are particularly relevant when shooting at a gun club:

- ★ Never load more than one shell unless you are shooting doubles.
- ★ Only carry the gauge shell of the gun you will be using. Do not mix shell sizes in your yest.
- ★ Safeties are not used because the gun should never be loaded until you are ready to fire.
- ★ And finally, when each shooter leaves the field, he should always check to make sure his gun is unloaded and that the action is open.

By following these common sense rules, shooters can help keep a safe sport safe.

For more information on firearms safety, write: SAAMI Safety Series, 1075 Post Road, Riverside, CT 06878.

# 1982 Calendar Features Women In Sports

Today's females are found on playing fields, ski slopes and arenas everywhere, and Bo-Tree Productions' calendar WOMEN IN MO-TION captures the essence of women in sport.

Twelve full-color action-packed photos demonstrate the diversity of today's sportswomen. Additionally, each month contains sports-related dates and facts which are sure to delight sports trivia buffs.

Available at most department, gift, stationery and bookstores for \$5.95, a portion of the net proceeds from sales of this calender will benefit the WOMEN'S SPORTS FOUNDATION. The calendar is also available by mail from Bo-Tree Productions, 1137 San Antonio Road, Suite E., Palo Alto, CA 94303.

A full-color catalog is available upon request.



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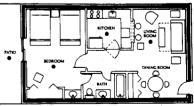
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#### **ASSOCIATE PROFILE**

#### **ASSOCIATE PROFILE**

# 1982 World's Fair To Open In Knoxville, Tennessee

The 1982 World's Fair in Knoxville, Tennessee is the first World's Fair to be held in the United States since 1974 and that's why the world is making plans to visit this energetic, gifted metropolis next year—home of the Tennessee Valley Authority, the University of Tennessee, the Oak Ridge National Laboratory (birthplace of the atomic age) and gateway to the Great Smoky Mountains National Park.

In the tradition of great World's Fairs of the past, The 1982 World's Fair is expected to draw 11 million visitors from around the world during its run, May 1 through October 31, 1982.

With energy as its timely theme, The 1982 World's Fair will be the place to see the world of tomorrow, today. In fact, there is nothing so unique as a World's Fair for combining the marvels and thrills of tomorrow with the rich heritage of yesterday—all wrapped up in a whirlwind of good old (and new) fashioned fun.

Foreign nations from every continent will be represented, together with dozens of major corporations, states of the union and numerous private and public organizations.

Here, in a city within 400 miles of 52 million people, visitors will come from around the world to share a once-in-a-lifetime experience, to teach, to learn, and to discover the products, ideas, innovations, technologies, talents, spirits, and sense of fun and adventure that is a world's fair.

"Headliner" entertainment, broadway shows, world renowned orchestras, ballet and opera companies will showcase their very special kind of energy 12 hours a day, every day of the six-month international exposition.

#### Regular Admission rates are:

•	1 Day	2 Day
Adults (12 yrs. and over)	\$9.95	\$15.95
Seniors (55 yrs. +)	\$9.25	\$15.95
Children (4-11 yrs.)	\$8.25	\$15.95
Children (3 and under)	FREE	FREE

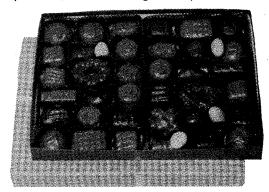
Special rates are available to groups of 25 or more. Groups coming on a specific day are entitled to a rate of \$7.75 per person. Tickets which are valid any day during the Fair are available at a rate of \$8.25 per person (25 ticket minimum.)

NIRA organizations interested in further information on group rates or ticket consignment programs offered by The 1982 World's Fair please write: The 1982 World's Fair, Group Sales, P.O. Box 1982, Knoxville, Tennessee, 37901.

# "Sweetest Program of the Year" Offered by Swersey's Chocolates

Swersey's Chocolates, an Associate Member of NIRA/ NESRA has provided NIRA members with fine quality confections at holiday times for more than thirty years through its money saving Group Buying Plan.

We know from experience that providing members with our products at holiday time is a service that employees appreciate and look forward to. Not only do we provide considerable savings to them on candies for Halloween, Thanksgiving, Christmas, Valentines Day, Easter and Mother's Day, we also enable their employees to obtain the finest in confections delivered directly to their place of work avoiding holiday rushes.



This is the only way our unique products may be obtained. They have all been created solely for our Group Buying Plan and cannot be obtained in retail stores. One large order is what makes it possible to sell direct to you, bypassing all middlemen and passing these savings directly on to your employees. We prepay all 'delivery charges and all orders delivered within ten days after receipt of order.

Swersey's has two different programs to offer NIRA/ NESRA members. One program acts as a service to the employees, offering the candy at the greatest wholesale savings. Our other plan has a built in profit for your association's treasury when used as a fundraiser. We provide free of charge all materials necessary for your association to get our program under way.

Everyone looks forward to gift giving at this time of year, and Christmas is the perfect time to get your association started with "the sweetest program of the year." We are proud of our reputation for service and quality at Swersey's and would be glad to put you in touch with various fellow companies in NIRA/NESRA that have enjoyed our products for many years.

Please feel free to call or write for free samples and literature. Contact John Swersey, Swersey's Chocolates, 54-01 Grand Avenue, Maspeth, New York 11378. Phone: (212) 497–8800.

# NIRA CALENDAR

#### Drop in on fellow NIRA members when in the area. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CIRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Frank Chico—(312) 431-4586.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Jeane Lewis—(614) 261-5166.

**Dallas-Ft. Worth Metroplex Recreation Council**/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CIRA (301) 977-0529.

**Long Island Industrial Recreation Directors Association**/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CIRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

**Milwaukee Industrial Recreation Council**/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/Qakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

**San Diego Industrial Recreation Council**/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CIRA,—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Council/Seattle, Washington. Meets on the last Wednesday of the month. Contact Marsha Culley—(206) 655-2442.

**Toledo Industrial Recreation and Employees Services Council**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt— (408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, C.D. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

#### **National Conference and Exhibit**

**41st Annual NIRA Conference and Exhibit** will be held May 13–16, 1982, Orlando Florida. For further information contact the NIRA office—(312) 346-7575.

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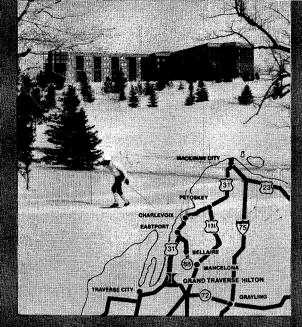
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NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Employee Services Management is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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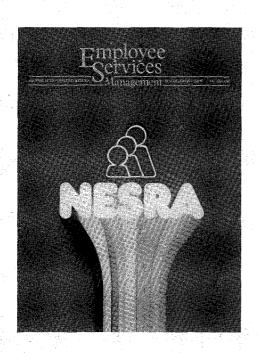
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#### In This Issue . . .

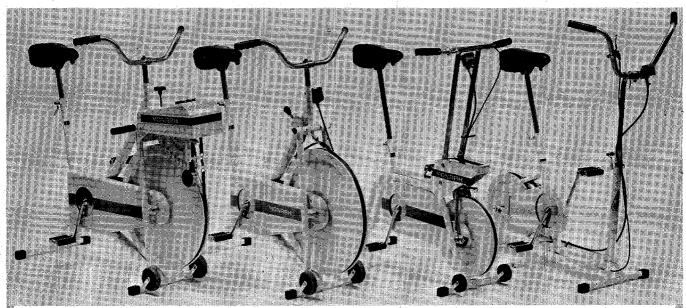
This is it—the premier issue of Employee Services Management Magazine—the official journal of the National Employee Services and Recreation Association. It's predecessor, Recreation Management Magazine, has given way to a new title and a masthead to match it in what will become a more comprehensive publication for NESRA members addressing all facets of employee services and recreation programming and administration.

Presented on our cover this month is the new NESRA logo—a symbol which represents the people who benefit from the many programs and activities which NESRA members offer as a part of positive employee relations and sound business management.

With a look toward the future *ESM* presents two special features in its initial issue—"Moving Ahead With The Baby Boom" by Patricia Desmond, a story on the changing demographics of the nation's workforce and its impact on industry (page 6), and "Corporate Sponsored Day Care" by Laura J. Cousino, B.A., M.A. Ed. (page 12.)

Other features you won't want to miss are the annual Buyer's Guide and Services Directory (page 35); the 1982 Conference and Exhibit Program and Registration Form (page 25); and a photo feature on three regional conferences sponsored by NESRA Regions I, II and VI.

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JOURNAL OF EMPLOYEE RECREATION. Management HEALTH AND EDUCATION

#### formerly RECREATION MANAGEMENT

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Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

#### **ASSOCIATE PROFILE**

#### **ASSOCIATE PROFILE**

# **Eller Energy Management Presents Low-Cost Employee Incentive Program**

# In recent years, public interest has surged in controlling escalating energy costs and many companies have used this situation to promote quick, inaccurate, and often ing guests to

expensive solutions.

Eller Energy Management, Inc. brings to American businesses and its employees an energy improvement program entitled: Energy Management: Employee Incentive Program. Now, Eller Energy provides a national source of energy capability, low-cost products and installation expertise. Energy Management has all you'll need to launch your own employee energy savings program. This unique informational program is presented through a series of educational and low-cost energy conserving product offerings. Included in the savings kit are the do-it-yourself energy survey and easy to install products such as weatherstripping, insulating water heater blankets, showerheads and similar products. In addition, expertly written articles for company newsletters are

With Energy Management, the individual employee works toward his own energy savings goal at his own pace, choosing those energy conservation products and activities which best suit him. But this is also a total company program. Through visual aids, complete energy savings information, and company encouragement, it convinces the employee that energy savings and eliminating leaks in the home is a good investment that will make for a healthier, more comfortable life.

provided to encourage individual participation.

The idea behind this company is based on the belief that major advances in energy conservation in the future will come from what people are willing to do for themselves. It also believes that progressive companies will be willing to invest in preventive energy savings for future payback in improved energy conservation awareness, reduced energy costs, lower health costs and reduced absenteeism.

Eller Energy also provides commercial, institutional and related energy management programs, technical services, centralized products, purchasing programs and installation services (limited to defined areas of the United States).

For further information regarding the Energy Management Employee Incentive Program, contact David Eller, President, Eller Energy Management, Inc. 1388 Freeport Road, Pittsburgh, Pennsylvania 15238. Phone: (412) 828-0220.

# Concord Resort's "Mid-Week Madness" Offers Sports Equipment Giveaways

Recreation clubs are being offered an opportunity to earn a range of useful merchandise awards in return for sending guests to a "MID-WEEK MADNESS" program being conducted at the 1200 room Concord Resort Hotel, Kiamesha Lake, N.Y., the Northern Hemisphere's largest American Plan resort.

The revoluntionary program will see vacationers being rewarded with merchandise like ski and tennis equipment worth very close to the dollar value of their entire vacation. Duplicate sports merchandise will be available to any recreation club sending guests to the Concord during the promotion. The merchandise, earned through accumulating points during the program, can be used for raffles to raise funds by individual clubs.

"Here is the way the 'Mid-Week Madness' package works," according to Ray Stone, Concord Director of Marketing and Sales, initiator of the program. "Any guest—man, woman or child (over ten), selecting a 'Mid-Week Madness' package Sunday to Friday, between January 10, 1982 and April 7, 1982 (excluding Feb. 15–20) is entitled to receive one of our merchandise packages. They will consist of downhill, cross country or tennis packages."

"There are no angles or gimmicks to this merchandise offer," notes Stone. "The items will be at the Concord and registered guests who purchase the 'Mid-Week Madness' package in advance of the promotional period will be able to pick up their merchandise before checking out and take them home.

In addition to the merchandise, the special "Mid-Week Madness" package offers vacationers full Concord American Plan value. Rates for the three night/4 day vacation program start at \$199.00 for the Cross Country Ski package; \$199.00 for the Tennis package and \$220.00 for the Downhill Ski mid-week holiday.

Included in the American Plan program package price are accommodations, three meals daily, use of the resort's 16 indoor tennis courts, indoor swimming pool, indoor and outdoor ice skating rinks and health clubs, and a full schedule of activities. Children are included in the programming too with the Concords' Day Camp.

For additional information about the "Mid-Week Madness At The Concord" program or to book reservations write or call: Concord Resort Hotel—"Mid-Week Madness" Program—Kiamesha Lake, N.Y. 12751; (914) 794-4000; (212) 244-3500; (800) 431-3850, East of the Mississippi except N.Y.S.; TWX 510-240-8336.

# The NESRA President would like a word with you

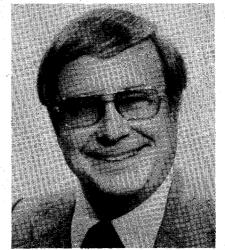
#### . . . about your role in NESRA's momentum

We are beginning to receive some recognition from outside our organization regarding some of the diversification and accomplishments of our profession. It behooves all of us to keep this ball rolling. Not only are we growing but we are beginning to receive some attention.

Today, more than ever before, management is becoming aware of the need to better relate to their human resources. Those companies that have well organized employee services and recreation programs should be commended for their leadership in recognizing the importance of their employees' leisure needs and be encouraged to make the proper investment to render this concept cost effective.

Management must also be involved in this movement to the degree that they can give direction or guidance for objective results. They must also reap credit for their efforts and their financial investment. The employees must be aware of the company's concern for their wellbeing. Loyalty, trust and compassion should be a two-way street.

Employee services and recreation is the perfect setting to accomplish an understanding and a cooperative effort that will result in higher productivity through employee recognition and concern. Pro-active measures are needed now and on all



Kenneth C. Wattenberger, CESRA Lockheed Employee Recreation Club 1981–82 NESRA President

fronts. I appeal to all NESRA members to take the initiative to implement the action necessary to promote a more effective benefit of your services to the company and to its workforce.

Some of you may have close ties with management, some close affiliation with the employees—there is a happy medium. This marriage must be made with a give and take concept, a positive benefit to both sides, a mutual understanding and concern for each other and it should be everlasting. With this philosophy

in action we should continue to grow both in size and in function.

Management must become more concerned over the total person in its employees, to assist in this development, to be more concerned with their health and happiness, their loyalty to the company and their willingness to give team effort to a successful operation. This is our professional role—our ultimate objective. By nature we are people's people, by education and training we should understand our purpose and be able to make a meaningful contribution.

NESRA has broadened its base and made memberships and services available to other professions and persons who share our goals, objectives, and responsibilities. Success of NESRA depends on its membership and determination to succeed and the belief that our efforts will play an important role in restoring a higher rate of productivity for our companies and help in the economy of our country.

If you believe in the ideals of employee services and leisure time benefits, then stand up and be counted. NESRA has entered into a new era of importance and it will take a great team effort to develop our potential and gain proper recognition.

(continued on page 29)

"... If business management truly believes that its most important resource is its workforce, then surely it should be concerned with the demographic and lifestyle changes which will take place in the '80's and '90's ..."

#### by Patricia Desmond

It began powerfully but quietly in 1946 when, with the end of World War II, pregnancy it seemed, was suddenly patriotic. But contrary to popular notions, the tidal wave of babies that followed during the demographic phenomenon known as the "baby boom" could not solely be attributed to returning GI's making up for lost time away from home.

For instead of gradually declining over the following decade, the babies just kept coming. Year after year, in increasing numbers, procreation proliferated producing a record peak in 1957 when 4.3 million babies were born, continuing through 1964—the last real year of the baby bonanza. All totaled, 76,441,000 babies, one third of the present U.S. population, arrived on the nation's doorsteps between 1946 and 1964.

Because the boom was both preceded and followed by smaller generations, writes social historian Landon Y. Jones, this demographic aberration makes a permanent but moving bulge in the population. Demographers compare it to a "pig in a python" to describe the resulting motion of the baby boom bulge through the decades as it ages.

Jones is the author of *Great Expectations: America and the Baby Boom Generation*. It is a penetrating and insightful volume tracing the social, psychological and economic impacts this mega-generation has had, and will continue to have on American society throughout the course of its collective lifespan.

The boom itself was an event confined to the late '40's through early '60's, but it's not something that can ever be forgotten or ignored. The harvest of the baby crop has set this generation apart as a single group of people growing up, maturing, and moving through the stages of life together, competing with each other for bassinets, grade schools, college diplomas and jobs.

It's a generation that grew up with Mickey Mouse, Howdy Doody and Captain Kangaroo. Raised and reared on television, it's the first generation to be isolated by Madison Avenue as an identifiable consumer market. Slinkies, skateboards and Silly Putty could be found under many a Christmas tree during their early years.

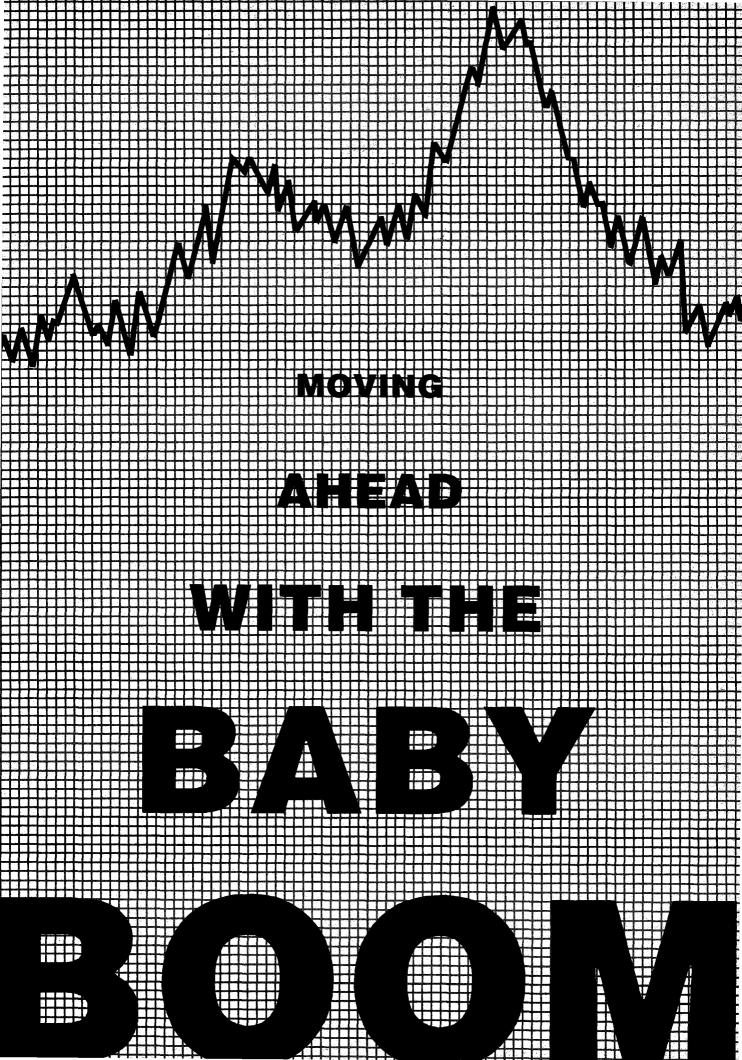
As schoolchildren in the early '60's they recall Sputnik, Eisenhower and fall-out shelters. "New Math"

that mystified their parents was taught to them in overcrowded, understaffed classrooms. As "teenyboppers", *Ingenue*, 16, and *Teen Magazine* were their bibles; the Beatles and Beach Boys were their musical idols.

And what member of the baby boom can ever forget where they were on November 22, 1963 when Kennedy was shot?—Nine out of ten of them viewed it on TV. This was a benchmark in their lives that signified the end of childhood and just the beginning of what was to become one of the most violent, destructive and decadent periods in 20th century America—Viet Nam, Woodstock and Kent State; hippies, yippies and Haight Ashbury; sit-ins, protests and draft card burnings; assassinations, urban riots and Watergate.

In his book on the subject, Jones surmises that what seemed to be a nationwide breakdown in law and order was a predictable result of the coming of age of the baby boom generation. The most criminal-prone age in society—18 to 24 year olds—was expanding rapidly at that time. The pig was continuing to force its

(continued on page 8)



#### **BABY BOOM**

(continued from page 6)

way through the python only now it was crowding prisons instead of maternity wards and schools.

The tempo of the times seemed to calm at the close of the Viet Nam war. Now beyond the rebellious period characteristic of youth and so intensified at that time by its sheer numbers, the baby boomers were beginning to "settle down" by seeking "real" jobs, pairing off and establishing households of their own.

Other factors include sophisticated and versatile birth control technology, the high costs of raising children and new economic and career opportunities for the better educated baby boom women of today. For those planning to have children, the emphasis has been on building the nest before populating it so the additional salary of a working wife can help furnish a home and build up the savings of a couple planning its future family.

As childless women of the baby boom generation cross the threshold

business, the economy and the work world itself. Today's women are holding more and more fulltime positions, at higher levels than ever before. Women are working earlier in life and are going back to work after delivering their children much sooner than their predecessors. They're also working later into the older years.

According to Fortune Magazine, economists have speculated that some wives may go to work to fill an immediate need and then become "entrapped" in the labor force—by a more comfortable lifestyle, by rising costs, by the need to pay tuitions or the need to make payments on higher levels of family debts—debts they were only able to assume because they were working in the first place.

One reason for their commitment to work can be attributed to higher education. In 1958, 35% of the college population was made up of women. Today that figure is over 50%.

Working women today are definitely breaking away from the secretarial mold and away from the shortsighted mentality of their foremothers before them who "just took a job until they got married." Instead, these women are penetrating the managerial and professional ranks. Indeed over the last three decades, younger and more educated women have continued to replace older, less educated men in the workforce.

The influx of women of all ages into the workforce coupled with the overall increase in the number of baby boomers, both male and female, coming of working age has had impacts on the economy that will reverberate for generations.

According to a recent article in *U.S. News and World Report*, some economists blame this army of young adults in part for the inflation this country has been experiencing over the last several years. Young, inexperienced workers, they theorize, have flooded the job market, depressing productivity rates at a time when they are stimulating demand for more consumer goods.

To add to their distress the job squeeze has created a new class

# "... The prediction is that from now until 1990 one out of four college graduates will continue to be overeducated and underemployed.... The psychological impact on employees will mean more stress, frustration and job burnout ..."

Today the baby boomers, still one third of the U.S. population, are 18 to 36 years old. With their passage to adulthood this generation is bringing with it social and economic changes on a scale unlike any America has ever witnessed before.

Ironically, this generation—the largest in American history—may be the first to fail at replacing itself. Currently couples are reproducing at a rate that will yield an average of 1.8 births, which is just shy of the 2.1 births needed to replace their generation in the population. Why would a generation so plentiful itself fail to reproduce in kind?

Inflation, unemployment and economic uncertainty play a large part in the boom's resistance to produce, but according to an article last year in USA Today, fewer individuals are getting married, more of those who do are postponing the event, divorce is commonplace and remarriage is declining. (The proportion of those not married by ages 20 to 24 rose from about 25% in 1960 to 50% in 1980 and could well rise to 70% by the year 2000. In fact, some forecasters suggest that it is quite possible only 75-80% of the baby boom women will ever marry at all.)

of the 20's into their 30's, many are beginning to have second thoughts about motherhood. It's "fish-or-cutbait" time and they can't delay much longer. Many however, will remain childless, authorities warn, if they delay their pregnancies too long.

Charles F. Westoff, director of Princeton University's Office of Population Research feels that many women today are postponing child-birth until they're physically unable to bear children or they find themselves unwilling to give up a lifestyle, standard of living or well-paying, fulfilling career. The opportunity costs of forfeited salaries for women who quit work to have babies may not be worth it to some.

Only a massive increase in day care say some experts, could weaken the link between market wages and the price of children and thereby allow increases in fertility. (See page 12 of this issue for a report on corporate day care centers.) All of this suggests that the U.S. may be heading for population stability in the next century.

There is no question that the increasing appearance of women in the labor force has had significant impacts on the family, marriage,

among the baby boomers—the "underemployed" college graduate. There are just too many qualified people looking for too few good jobs. Because of this fact these baby boomers have already depressed their own wages and will face intense competition for both satisfying careers and the income aspirations that can only be attained through repeated promotions. It will be a continuing frustration that will haunt members of the baby binge all of their working lives.

According to the Bureau of Labor Statistics, an average of 400,000 new college graduates could not find jobs commensurate with their educations each year between 1969 and 1978. And for those who did find jobs related to their studies, neither the pay nor the prospects for future promotions were what they had anticipated.

The result of this oversupply of workers was small raises and fewer promotions—the "Pepsi Generation's" college educations had been devalued as their costs went up and their rewards for achieving those diplomas went down. The disheartening prediction is that from now until 1990, one out of four college graduates will continue to be overeducated and underemployed for the jobs they obtain.

According to University of Pennsylvania economist Michael Wachter, many of our current economic problems stem from a past failure to appreciate the significance of demographic trends. The inflation and unemployment experienced throughout the 1970's and up to the present, such economists maintain, is in large part due to this disproportionately large number of young workers in the economy. Baby boomers were told to go to school, study hard, work hard at their jobs and the world would be theirs, but that just hasn't been the case for them at all.

In a recent front page story of the Wall Street Journal, corporate executives, management consultants and business school professors commented on the baby boom's impact on the business world. Their predic-

tions were that the coming bulge of would-be managers will be an extremely difficult problem for all concerned creating a "corporate time bomb" and "personnel problems in the 1980's U.S. industry has never seen before."

Unfortunately, it seems, baby boomers are ready to climb corporate ladders at an inopportune time as companies streamline, cutting back middle management positions and installing automation that will eliminate the need for many of them. The psychological impact of this on these employees will mean more stress, frustration and job burn-out.

Kenneth R. Brousseau, business professor at the University of South-

The labor force will slow dramatically as the baby boom generation, now just completing its entry into the job market, is followed by the baby bust generation. Over the next 25 years the bust generation should enjoy better entry level jobs, higher relative income and faster promotions because of their sparser numbers. The tapering off of new entrants to the job market will also lead to the assurance of a more mature work force in the 1980's. And as the growth of the labor force diminishes productivity per worker hour will move upward.

In addition, Wachter says, in the 1980's and 1990's the baby boom generation will be more experienced, mature and work oriented

# "... We've been through the work ethic, are now in a transition ethic and will probably be into the leisure ethic by the turn of the century. Then, satisfaction and meaning in life will come from leisure ..."

ern California, feels that a big obstacle to coping with the oversupply of 30 year old baby boomers is the traditional way of looking at career success in America. In this country, he maintains, the notion of success is heavily oriented toward a linear career path. The common belief is that the only good move is a move upwards. To survive this baby boom glut, management experts say, companies are going to have to find new ways to reward employees and new ways to define success.

In Chicago, the Wall Street Journal points out, Continental Bank is encouraging employees to move across departmental lines on a horizontal basis since management promotions are less frequent. At General Electric, it reports, "plateaued" employees are assigned to task forces or study teams. Though they haven't been promoted, they have gotten a new assignment, fresh perspective and a change in their daily work.

On a more positive note, economist Wachter feels that the next two decades will provide a golden opportunity for economic progress from the standpoint of economic trends.

and that too will boost productivity growth.

According to an article in *Business* Week on population changes in the coming decades, the aging of the baby boomers and slowing labor force growth should also bring other dividends. Government expenditures for crime prevention, welfare and education—all youth-related—are likely to grow far less rapidly in the future.

In addition major social trends characterizing baby boom cohorts—reduced family size and increased labor force participation by young women—will tend to offest some of the negative effects of heightened peer group competition. The rising level of women's education will also promise to improve the quality of the labor force.

Other predictions? Highlights from the U.S. News Washington Letter appearing last year in U.S. News and World Report say skill upgrading will be the rage. Management development programs will boom again with on-the-job training and more over-

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# SICLES SIGNATION Age Age Years Worked retirement benefits The state of the state

Many of the 50 million Americans who are covered by private pension plans think they'll automatically qualify for benefits when they reach retirement age.

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Every plan has requirements that must be met under the Employee Retirement Income Security Act. And the time to find out about those requirements is now—even if retirement is 30 years down the road.

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#### **BABY BOOM**

(continued from page 9)

65's being called back to teach and motivate younger employees. The work week may be a bare 4 to 5 hours per day for some as shared jobs and divided workdays of work/sleep/ work are implemented.

Work decentralization, which is occurring even now will pick up momentum. More and more employees will work at home with computers, video terminals and other electronics as downtown office space becomes less in demand and rush hour traffic becomes only a memory.

Science fiction? Not necessarily. These predictions, published just one year ago included another that has come to pass already—the installation of a woman on the U.S. Supreme Court.

Social scientists, reports *Personnel* Administrator, say we've been through the work ethic, are now in a transition ethic and will probably be into the leisure ethic by the turn of the century. Then, it explains, satisfaction and meaning in life will come from leisure.

"If business management truly believes that its most important resource is its workforce," the publication suggests, "then surely it should be concerned with the demographic and lifestyle changes which will take place in the '80's and '90's. We must replace the tendency to manage by response with management by anticipation becoming more attuned to the trends of the future rather than awaiting their arrival when it may be too late."

There is little question that all levels of management in business and industry will be forced in the decades ahead to deal with the management/labor/personnel issues presented by this oversized cohort known as the baby boom. And plans and prophecies aside, whether these issues concern work assignments, leisure activities, employee services programs or retirement planning, moving ahead with the baby boom is certain to be a most awesome and unpredictable challenge.

# **IDEAS CLINIC**



Melvin C. Byers, CESRA NESRA Consultant

The amount of money we allocate to employee programs seems to be reaching only a small percentage of our people who participate. To reduce the giving would create problems for us, and there seems no way we can afford to spend more on our programming.

I would say you will have a problem no matter what you do. It appears that your program was started without objectives and knowledgeable guidance from management. Those who have faced similar situations when taking over an established program incorrectly operated, have had to face up to a period of transition.

During this time of change, which always brings forth unpleasantries, the director must stand fast and have the full support of management. It is best to have the employee members representing athletics, education, culture, hobbies, special interest groups, social activities and employee services meet with you to prepare an annual program budget. This should be based upon a grant or money allocated plus any income anticipated from the activity itself. By broadening the activities' bases, more varied interests now find reason to appeal for their share. Through a democratic principle of representation on an employee budget committee, the finger of complainers cannot be pointed to any one person or to management. The budget committee, well represented by various factions of interest, must be considered the voice of the people by whatever higher authority exists.

Sometimes we will find one or two activities that have secured a third or more of the budgeted money and represent in participation less than two percent of the total employment. Claims that certain activities serve to advertise the company, that such publicity received is most advantageous, that championships create esprit de corps, and so on, are hollow explanations and have no proof of such value in industry. The intent of a properly developed employee services program is to reach the greatest number of employees through programs of-

fered. The professional director would much rather have 15 softball teams playing than one team striving for perfection, tough competition, and championships requiring excessive funds to compete.

Once your employee program is well balanced, offering your people many and varied types of services and activities, the employees themselves can regulate the allotments provided. And, under a budgeted system requiring reason, purpose, and sharing of costs, the greedy will succumb to the long-waiting needy.



# **Corporate Sponsored Day Care**

by Laura J. Cousino, B.A., M.A. Ed.



Laura J. Cousino

Ms. Laura J. Cousino, B. A., M.A. Ed., received her bachelor's degree in Education from the University of Detroit in 1976 and her Master of Arts degree in Early Childhood Education from Trinity College, Washington, D.C., in 1981. Following is an edited version of her master's thesis on corporate day care centers in the Washington, D.C., area.

The mythical view of the typical American family is that of a wage-earning father and a mother who stays home to care for two healthy children. This family image reflects only one of sixteen American families today.

The major developments of the last two centuries show an important shift in the functions of families. Three centuries ago, almost all families resembled one part of the myth: they were largely self-sufficient agricultural units producing most of what they needed to live: food, shelter, bedding, furniture, clothing, and fuel.

Children were essential to this family enterprise from age six or so until their twenties, when they left home. Indeed, families not blessed with children usually faced economic hardship as a result. In short, children were economic assets.

Education, too, took place at home. The family was responsible for helping children acquire many complex learnings including language and psychomotor skills, as well as an almost infinite number of work-related values and attitudes. These skills, values, and attitudes were not taught and learned as ends in themselves; they were taught and learned while the children were involved in meaningful and productive tasks.

Industrialization and its accompanying educational upgrading and population concentration have changed the economic functions of the family. The shift from an agrarian economy to a mechanized industrial society has tended to place children in the position of being more of an economic drain than an economic asset. According to a recent survey, the cost of raising one child in the United States to age 18 is estimated to be \$35,000 (\$98,361 if one adds a college education and an estimate of the wages the mother "lost" by taking care of a child instead of holding a paying job).

What has changed is the content and nature of family life. Families were never as self-sufficient or as self-contained as the myth made them out to be, but today they are even less so than they used to be. They are extraordinarily dependent on "outside" forces and influences.

#### The Pressure for Day Care

Changes in American family structure have been fairly continuous, but today these changes seem to be occurring so rapidly that the shift is no longer a simple extension of long-term trends. For example, this is the first time in American history that the typical school-age child has a mother who works outside the home.

Most mothers work because they need the money. Today's inflationary economy has markedly increased the number of families needing a second income. Indeed, five million families are above the poverty line only because of a second income. In fatherless families, the mother's income is essential to sustain the family and these women constitute the largest proportion of working mothers.

The changing nature of the job market has opened up millions of jobs to women. What sociologists call the "service sector"—jobs that consist primarily in providing personal services, help, and assistance such as nursing, social work, waiting on tables in restaurants, teaching, and secretarial work—is growing more rapidly than any other sector of the American economy. Many jobs in this sector have traditionally been held by women. In a number of service jobs, qualities such as physical strength that favor men are irrelevant, and stereotypically "female" qualities such as helpfulness, nurturance, or interpersonal sensitivity are thought necessary and therefore employable.

In 1940, only 8.6 percent of mothers with children under 18 years of age were working. By 1980, 57 percent of mothers with minor children were in the labor market.

In recent years, mothers of preschool children have been entering the labor market in record numbers. Forty-seven percent of all mothers with preschool children were in the labor force in 1980, and these working mothers had 7.5 million children under six years of age. The projections for 1985 indicate that there will be 6.6 million mothers in the labor force with children under the age of five. This would represent a 32 percent increase from 1975. Thus, the need for child care services has been increasing steadily as more and more mothers enter the labor market.

Other factors contribute to the need for day care. There is a greater cultural acceptance of women being gainfully employed, and a new insistence on women's right to independence, security, and fulfillment in work. Too, the grandmothers, aunts, and neighbors who could formerly be depended on to take up the slack when mothers joined the ranks of wage earners are also going back to work for a paycheck. The greater mobility of the population separates extended family members and thus eliminates one traditional source of help for parents. For the 18,000 children under the age of six who are "latch-key" youngsters on their own, day care is an answer.

Another current force is the increase in the number

of preschool-aged children. The Census Bureau projects that the number of children age five and under will increase from 20.1 million in 1973 to 23.6 million by 1985. This may surprise some people because attention has been captured by talk of zero population growth, by declining birth rates and by the shrinking number of children in public school. The increase in the numbers of persons of child-bearing age (15–44 years), however, has been overlooked—from 39.1 million in 1965 to 46.2 million in 1974. The increase is even greater for women in the prime child-bearing years (age 20–29)—from 12.6 million in 1965 to 17.5 million in 1974.

One of the reasons for the lack of growth of day care centers has been a lack of financial resources to meet the tremendous demand for child care. Another major problem in the expansion of child care by public and voluntary agencies has been the lack of facilities.

#### Day Care and the Industrial World

The shift toward more formalized and commercialized forms of child care means that large organizations outside the home will be increasingly involved in providing care. Many people are beginning to look to the business and labor communities for some of the support for child care. Indeed, a major conclusion of the 1970 White House Conference on Children was that "more than any other institution in our society, it is American business and industry that will determine the fate of the American family and the American child."

A number of industries rely heavily upon women workers. Women were more than two-thirds of all workers in apparel and other textile products manufacturing, general merchandising, and medical and other health services. They accounted for more than half of all employees in many other industries, including banking, insurance, eating and drinking establishments, and personal services. Thus, the need for child care is paramount.

Employers and labor representatives are recognizing the child care need as a major concern of employees and are exploring ways to alleviate it. Where community child care centers do not provide services that match the needs of parents, many employers have chosen to sponsor or support child care centers which can offer reliable child care services for employees at a convenient location at times when the services are needed.

Employers will strengthen their contributions to communities by supporting the development and maintenance of varied and comprehensive day care programs. This will permit parents to make a choice suited to their family needs while securing for their employers a stable, productive work force.

The advantages to employees and their children of industry-related day care are significant. Of prime importance is the potential for strengthening family and community ties. It is likely that supportive day care would enhance the quality of the time parents spend with their children and, possibly, even the quality of the relationship that exists between spouses. At the community level, it is also worth noting, day care may stim-

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#### **CORPORATE SPONSORED DAY CARE**

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ulate the development of adult friendships and natural helping networks, factors which are important in supporting families in their child rearing roles.

Another benefit is that children and parents are in closer proximity to one another, especially important in cases of emergency. They spend more time together commuting to and from work. Exposure to the developmental growth of their children helps to break the pattern of isolation of working mothers from their children.

Parents also have immediate and constant access to teachers who can help with parenting skills. Involved parents can benefit from improved interpersonal relationships with other parents working in other parts of the company. The reduced absenteeism and tardiness, as well as the shortened commute saves time and money that might otherwise be lost from work.

Benefits to the parents also include the availability of reliable child care, low fees, access to visit the child at an on-site center during the day, and the convenience of transporting the child to an on-site center.

For children, day care offers the opportunity to develop new relationships outside the family, with adults as well as children, and to gain confidence and skill in leaving parents and forming friendships.

Another advantage to on-site day care facilities is that the child is close enough to observe his or her parents at work. Visiting *real* work places in the community and getting involved with *real* workers doing their tasks helps children. In so doing, education is extended far beyond acquisition of reading, writing and ciphering skills to acquisition of such important life skills as problem-solving and decision-making.

What advantages does day care provide for business and industry? First, there is making a contribution to the business of the society in which people live. That is enlightened self-interest. Secondly, there is the question of turnover. One firm in Rochester, Massachusetts, found the turnover had dropped by 90 percent when day care services were available.

Other direct effects include a decrease in tardiness and absenteeism. A frequent cause of absenteeism is the failure of a babysitter to show up or illness on the part of the babysitter, which forces the mother to stay away from work to care for her child. A day care facility provides for substitutes in these cases.

Greater productivity is a result of consistent quality child care, as well as an increase in concentration on the job. One firm in Kansas had complaints about the phones being busy at certain times of the day. They did a survey and found it was between 3:00 and 4:00 in the afternoon because mothers were calling to see if their child had returned home safely from school. Then they would go back to their work and concentrate half on what they were doing and half on what the child was doing at home.

But where employees' children can be taken care of conveniently and with qualified personnel, there is an

incentive for employees to stay with an employer. The provision of child care can change the morale of employees through reduced child care worries and increased respect for the employer. It can humanize the workplace, help the company develop good public relations, provide a competitive edge in recruiting employees, and place the company in a favorable Equal Employment Opportunity position. It can help avoid corporate relocation by attracting women into the labor market at times when local resources seem exhausted in a given wage or skill category. By removing the single major block for most women in seeking employment, the employer can expect longtime loyalty from these employees.

#### **Types of Industrial Day Care Programs**

Although the interest of business in child care arrangements in this country has been slow to develop, it is now beginning to gather momentum. There are several ways in which industry is involved in child care arrangements for the children of employees. Of particular interest is the variety of approaches utilized, with both direct and indirect involvement.

#### Companies, Unions, Hospitals

The Control Data Corporation operates a child care center in conjunction with its Northside Manufacturing Facility, which is located in an economically depressed area of inner-city Minneapolis. Employee turnover and absenteeism during the first 18 months of Control Data's operation in this community had been high, and research indicated that inadequate child care was a significant contributing factor. Day care was deemed a necessary service in order to attract and retain the large number of female heads of households who characterize the community.

About 70 percent of the 1,500 employees in Bro-Dart Industries' three plants in Williamsport, Pennsylvania, are women. In 1970 the company opened a child care development center for both its employees' children and children in the community. The center is in a former residence a few blocks from the main plant.

Various divisions of the Amalgamated Clothing Workers of America in Virginia, Maryland, Pennsylvania, and Chicago have opened day care centers and are in the process of establishing several more centers for children of their union members. The centers charge a small fee and offer comprehensive services which include nutritional, health, social, and educational components.

The health care industry has been a forerunner in the provision of child care services. Since World War II, hospitals have taken the lead in establishing day care centers for the children of their employees. Many centers are open seven days a week. A few are open twenty-four hours a day.

Surveys indicate that hospitals found that providing adequate child care facilities for their health personnel was beneficial to both employers and employees. They reported that these services had been helpful in recruiting and retaining much needed nursing personnel, resident doctors, and other health workers. Other advantages included the availability of some personnel for full time

instead of part-time work or for overtime, the facilitation of shift rotation, and a reduction in absenteeism. Many users stated that knowing their children were well taken care of and could be checked on when necessary was a fringe benefit they would not exchange for a job transfer that offerred a promotion but no day care.

#### Federal Agencies, Military Installations

Recently several agencies of the federal government became involved in day care services. Several give substantial financial support to day care centers for employees' children; one provides space for a center op-

erated by employee organizations.

The Department of Agriculture opened a day care center in May 1968 at the Plant Industry Station, Research Center, Beltsville, Maryland. It is operated under the sponsorship of two employee organizations—Plant Industry Station Employees' Association and Agricultural Research Employees' Association. Parents pay the operating costs through fixed daily and weekly fees. Children receive preschool training and health care, as well as a meal and snacks. The hours of operation are geared to employees' working hours.

The Department of Defense has an expansive child care system, financed by user fees, private contributions,

and rarely, federal funds.

This is a unique system. Since day care on military installations is not funded directly with federal monies, it is not subject to the Federal Interagency Day Care Requirements (FIDCR). The military installations also are federal property, so day care on them is not subject to state standards for licensing either.

The military day care centers usually provide "dropin" care for a few hours as well as full-day care.

#### Other Types of Industry Involvement

Direct establishment and operation of day care centers is just one way some businesses may participate in day care. For others, alternative patterns of involvement may be more feasible in view of the nature of their work force, locale, financial structure, employee benefits, expertise, and other factors.

#### Leadership Role in the Community

Businesses can serve as leaders in presenting the need for day care facilities to members of the community and as catalysts in establishing them. In the process, business resources such as organizational ability, imagination, training capacity, personnel counseling, public relations, and administrative know-how can be applied. Executive talent can be used, for example, in arranging mortgages, negotiating contracts, and procuring materials.

#### **Business Services and Products**

An employer may donate accounting, tax, advertising, management, or legal services to the center or may donate some of the company's product, as in printing and display services (storage shelves, e.g.), office supplies, and industrial scrap for recycling. The services and products allow the center to cut operating expenses and provide better services to parents at a lower cost.

#### Financial Donations

Some companies express leadership through financial donations toward a specific project. For example, Pepsico, Incorporated, awarded a grant of \$25,000 to the Day Care Council of Westchester County, New York, to help expand existing day care operations. The International Ladies' Garment Workers Union contributed funds for planning and research for the development of Children's Village, a child care center that serves many garment workers in Philadelphia.

Several banks and other lending institutions have supported child care through their loan programs. Citibank, Bankers Trust, and Chase Manhattan Bank, all of New York are a few of the institutions that have had special policies for providing loans for construction and

renovation of child care facilities in the city.

#### Information and Referral Systems

An employer may support an information and referral system to match a parent's request for care with the services available in the community. The personnel office may keep a current list, fee schedules, and eligibility requirements of child care centers and family day care homes in the community. Employees of the Illinois Bell Telephone Company of Chicago use this service.

#### Vouchers

When child care slots are available in a community, an employer can subsidize the cost of care by providing vouchers for a given amount of money that can be used at any licensed child care center. Polaroid Corporation provides child care subsidies on a sliding scale according to family income. The parent chooses the center, and the center in turn bills Polaroid for the subsidy.

#### Slots in Existing Centers

When an employer wants to provide child care services for employees but has a limited number of employees who need services, the employer can reserve slots in an existing child care center. The employer can pay for the slots and charge employees what it chooses for the space. If the slot is unfilled, the employer must pay for the slot, but, by retaining slots, the employer provides for the availability of care in a tight child care supply market.

#### Consortium

A group of employers can work together to develop and support a child care facility adjacent to all. Some examples of where this approach might be feasible are a large office building serving several organizations, an industrial complex, or a downtown area with several large employers.

#### Parent Education

An employer or employee group might support lectures or other informational programs for parents. The Texas Institute for Families, a child advocacy organization supported by company foundations, conducts "Noon-Time Seminars" in 20 Texas communities. The

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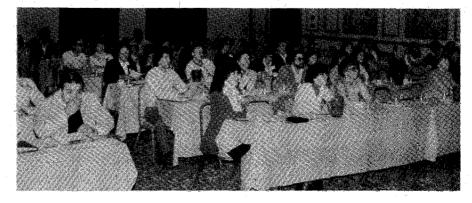








A group discussion on liability (top left), exhibitor's door prize drawings (top right), and visits to the exhibit hall (above), were among the many activities delegates took part in at the Region VI Conference and Exhibit in October. (Region VI photos courtesy of Phototron, Denver, Colorado.)



ESM, December/January, 1982

#### Regional Conferences Bring Delegates, Exhibitors and Speakers Together For Continued Growth and Learning

As in autumns past, fall is the traditional time of year for Regional NESRA (NIRA) conferences. Our November issue highlighted the Western Region VII conference held in Palm Springs in September and this issue will highlight three other regional conferences held in ensuing months.

#### **REGION I**

"Oktoberfest: A Festival of Learning"—that was the theme of the NESRA Region I Conference and Exhibit held October 1–4, 1981, in Boxborough, Massachusetts. Some 150 delegates and 43 exhibitors attended this annual regional conference sponsored by Region I and hosted by the Massachusetts Industrial Recreation Council.

The conference opened Thursday afternoon with registration, and an early evening cocktail party followed by dinner with guest speaker Abram Collier, Retired Chairman of New England Mutual Life Insurance Company of Boston. Collier's speech on "The Quality of Life" pointed out several renowned theorists views on this subject including those of a lawyer, a criminal psychiatrist, a theologian and a social and economic historian. How Employee Services and Recreation Managers can help to improve their own employees' quality of life through program offerings was the theme of his ad-

Friday's activities got underway with a session by Jeanne E. Sherrow, Ph.D., Professor of Leisure studies at the University of Massachusetts. Her topic, "Leisure: Free Time or Time on Their Hands?" covered how **Employee Services and Recreation** Managers can aid in the constructive use of employees' free time. This session was followed with one at 9 am by Anthony Ippolito of Digital Equipment Corporation who discussed "How to Start a Program." A concurrent session during this time period was given by Alan Benedeck of Allstate Insurance Company on "Communication Technique and Special Event Planning."

Ten o'clock sessions Friday included one on child care centers by Miriam Kirtzman of Stride Rite Corporation and "How to Start a Company Store" with Martin Quinn of John Hancock Insurance Company and Dennis Mullen of Pratt & Whitney Aircraft Club.

A two-part session on liability and workers compensation began prior to the noon lunch break when attorneys Thomas Sheehan and Donald Crowley discussed the risks involved in employee activity programs. Part two of this stimulating session took place later that afternoon when Sheehan returned as the moderator for group discussions that focused on case studies.

The final session of the day presented by Sue Siwicki, CESRA, of

(continued on next page)



Delegates, speakers and exhibitors came together in October and November for the regional conferences and exhibits sponsored by NESRA regions I, II, and VI. Above, Pete Hukki of Sun Life Canada, Region I Conference Chairman addresses the delegation at that conference and exhibit held in Boxborough, Massachusetts. Other scenes from the Region I Conference on the opposite page include Ron Jones of Oneida Silversmiths (center, right), who spoke on "Opening the Door to Management Support" and an attentive audience (bottom), at one of the many other educational seminars.

Regional Conferences (continued from page 17)

Bankers Life & Casualty covered "Motivation and Morale of Volunteers." The exhibit hall with some 43 exhibitors was then open to delegates for three hours in the afternoon and two hours again that evening when a wine and cheese party was held there.

Saturday's activities got underway at 9 am with "The Effect of Leisure on Japanese Productivity" by Jeanne E. Sherrow, Ph.D. Her session was followed by one with Ron Jones, CESRA, Oneida Silversmiths, who addressed "Opening the Door to Management Support." Lunch was followed with a presentation by NESRA Executive Director Patrick Stinson on the changes to expect with the transition from NIRA to NESRA.

Richard Pascal of Digital Equipment then presented a seminar on "The ABC's of Planning." Crackerbarrel sessions, one moderated by Scott Baker of Xerox on "Organizing Clubs, Leagues and Tournaments" and another led by Richard Brown, CESRA, of Texins Association, on "Fundraisers" rounded out the day's educational sessions.

Entertainment Saturday evening included a Harvest Ball Dinner Dance preceded by a cocktail party.

It was back to business Sunday morning though, when Len Brice, NESRA Consultant, discussed "Growth: Will you control it or will it control you?" His session was followed by "Let's Play to Grow" by Gayle Kranz, director of the Program for People with Special Needs. Richard Brown, NESRA's Vice President of Fitness and Health and General Manager of the Texins Association, then discussed "Implementation of a Corporate Health and Fitness Program."

This session was followed by a brunch with guest speaker Joseph S. Alpert, M.D., who discussed "The Athletic Heart: Cardiovascular Effects of Exercise Training." Region I tournament awards were presented to winners, exhibitor door prizes were awarded and the conference was officially closed.

#### **REGION II**

The Hyatt Regency in Columbus, Ohio, site of NESRA's 42nd annual Conference and Exhibit in 1983, was the site of the Region II conference held there November 5-7, 1981. "Time out for You" was the theme of this regional conference hosted by the Central Ohio Employee Services and Recreation Association (formerly the Columbus Industrial Recreation Association). Some 85 delegates attended the two-day conference which opened Thursday afternoon with registration, a Region II planning session, the opening of the exhibit hall and a cocktail reception.

Friday's agenda began with a continental breakfast sponsored by Sea World of Ohio, followed by a general session given by Dr. Tony Campagna of Ohio State University who discussed "Time out for Caring." Concurrent workshops rounded out the morning's activities. Richard Brown, CESRA, of the Texins Association discussed "Time out for Travel" while James Goldman of Riverside Methodist Hospital addressed "Time out for Company Sponsored Day Care."

Marilyn Machlowitz, Ph.D., author of the book "Workaholics: Living with them, working with them", gave the keynote address at Friday's luncheon. She also spoke on the topic "Time out for your Employees" at the general session which followed. The exhibit hall reopened with the awarding of door prizes and two concurrent sessions followed: "Time out for Special Event Planning" with leane Lewis of Riverside Methodist Hospital; and "Time out for Beyond-the-Call-of-Duty Programs" with Sharon Clay of Banc One of Columbus.

A reception, dinner and entertainment were the highlight of the evening's activities. Saturday began with a riverfront fun run at 7 am, breakfast and more concurrent sessions: "Time out for Fitness on a Tight Budget" presented by John Beckly of the Columbus Metropolitan YMCA; and "Time out for Employee Recognition Programs" with Nancy Lieber of the

DeVilbiss Company. Brunch followed with door prize drawings and the official close of the conference.

#### **REGION VI**

The NESRA Region VI Conference and Exhibit held October 15–17, 1981, at the Denver Tech Center, Denver, Colorado, drew 85 delegates and 23 exhibitors. The conference, themed "Your Passkey to the Field of Employee Services and Recreation" was sponsored by Region VI and hosted by the Denver Metro Industrial Recreation Council.

The conference officially opened Thursday night when attendees toured the Adolph Coors Company's Wellness Center in Golden, Colorado. (See cover story on Coors Wellness Center in the November 1981 issue of *Recreation Management Magazine*.) After the tour they enjoyed a buffet dinner and a brief film welcoming them to the Denver area.

On Friday, delegates enjoyed breakfast together as they heard NESRA Executive Director Patrick Stinson present points of interest pertaining to the transition of NIRA to NESRA. NESRA President Ken Wattenberger, CESRA, then discussed "What NESRA Can Do for You."

Ron Willard of United Services Automobile Association gave a session on "Techniques for Effective Communications" while Joyce Carden of Digital Equipment spoke in a concurrent session on "Committees: Getting them Started and Keeping them Going." A buffet luncheon and opening of the exhibit hall followed.

At 3:15 Dr. Dick Balkins, M.D., discussed "Nutrition, Health and Fitness for the '80's." His presentation was followed by a dinner show for delegates at Heritage Square in Denver.

Saturday activities began with the 8 am continental breakfast. Bill Bruce, CESRA of Motorola Inc., then served as moderator at the following session on "Liability, Risks and Insurance: Case histories in Industrial Recreation Activities."

(continued on page 29)

# Fitness/Health Bulletin



Richard M. Brown, CESRA Texas Instruments, Inc. NESRA Vice President Fitness and Health



## **Corporate Fitness Programs and Liability**

One of the most common objections to the idea of running a corporate fitness program is the old bug-a-boo "liability". This is one that scares more people than all the others put together. Rather than a well-founded objection however, I really believe that it is more likely to be an excuse for doing nothing. This excuse is often used by already over-loaded personnel managers and medical directors to put off the request of employees for consideration of the facility or program. It is amazing however, that if the initiative for a program comes from someone high in management, most such objections are easily and quickly dispatched.

It is also a fact that many of the largest and *most conservative* corporations in the U.S. have initiated programs. So, the liability problem (if there is one) must not be very difficult to deal with. The answer—as many corporations have found out—is simply one of defining the

risk; deciding how much risk the company is willing to accept; and then, controlling this risk.

When a corporation begins to define risk, it most often looks at questions of increased exposure to worker's compensation claims. There is also the more remote possibility of civil liability suits being brought against the employer by the employee or his family. Worker's compensation laws, custom and practice vary greatly from state to state, but cases are often decided on one of the following questions:

- Where did the injury occur? (at the work site?)
- When did the injury occur? (during work hours?)
- Did the injury occur in the course of, or as a result of, the worker's required duties?
- Did the employer benefit from the employee's participation in the activity?

 Did the employer exercise all due care to avoid and prevent such injuries?

From an examination of the above factors, it is clear that some protection from claims may be afforded by conducting the program within the structure of a separately incorporated employee association and making sure that it is done-on the employee's own time. Along the same line, having the program conducted under contract with outside agencies may also provide some protective value. But make no mistake; even if the program is conducted by others, and conducted off-site, the employer is still responsible if he has fostered and/or funded it, promoted it and stands to benefit from it.

The answer is to control and limit the liability exposure through the application of entrance requirements, qualified instruction and rea-

(continued on following page):

#### FITNESS/HEALTH BULLETIN

(continued from page 19)

sonable care. Most corporate programs should limit their participation to "healthy" adults: out of shape, over-weight, and potentially high risk but otherwise "healthy," that is.

Cardiac rehabilitation, severe obesity and other exercise or diet-related diseases are best treated in a medical environment. Entrance requirements should be based on some quantifiable risk factor. This can be determined by obtaining a health history, medical exam and some form of graded exercise test. Suspected higher risk participants should also be required to take a maximal stress EKG test. Finally, all participants must sign a personal release form.

Now as to liability control during the actual conduct of the program. Individualized programs naturally carry with them a higher degree of liability exposure because you, as a company, are now *telling* someone what to do, not just allowing it or assisting with it. It is for this reason that your organization must have highly qualified, competent personnel to run the program.

The ability to prove competence through YMCA or American College of Sports Medicine certification is desirable. On the other hand, the nature of individualized programs allows the competent exercise leader to assist in the control of liability. Individual testing, exercise prescription and monitored progress will point up many potential problems long before they occur.

Alright, you have defined the risk and you are controlling the risk. The only thing left now is to be sure that the corporation is fully protected by worker's compensation or private liability insurance to the extent advised by some good insurance consultant. Liability should not be a major consideration in whether to conduct a fitness program or not.

Perhaps in future years the question may actually be turned around.

With the increasing evidence of injuries and disease produced by job related inactivity and stress, a corporation may be held liable for *not*  combatting such problems with a well-run corporate fitness and health program.

Good Health!



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# **EVIDENCE**

by Frank Havlicek, CESRA Motorola, Inc. NESRA Vice President Research & Education

#### Revealing Data on Employee Programs In Chicago Area Companies

The state of the economy has had many managers carefully considering the scope of their recreation programs. Louis Habermas, the Manager of Employee Relations at the Nalco Chemical Company in Oak Brook, Illinois has contributed the following results of his recent survey covering employee programs at 54 companies in the Chicago area.

- 50% of the companies that responded have between 100 and 1,000 employees; 20% have between 1,100 and 3,500; and the remainder have between 7,500 and 55,000 employees.
- 37% have only one location; 15% have two locations; and the rest have between three and 900 locations.
- 55% are unionized—55% are hourly employees
  - 1. Do employees at any of your company's locations participate in organized sports or recreational activities?

77% Yes 23% No

#### What role does the company play in the sponsorship of these activities?

- 13% Sponsors through employee association;
- 58% Makes funds available to teams;
- 16% Encourages or allows sports activities on company property or grounds;
- 13% Sponsors intra-company league.

#### Please check any sports your company sponsors on the following list: (Percent of number of companies in survey)

55% Baseball 28% Basketball 63% Bowling

63% Golf

15% Volleyball

- Swimming

4% Football

7% Tennis

43% Racquetball

2% Skiing

2% Archery

#### How is distribution of financial support determined?

14% Employee committee;

14% Employee association;

- 68% Human resources, employee relations or personnel representative;
  - 2% Union representative;
  - 2% Department budget.

#### List any disadvantage or problems connected with this program:

Employees expect more and more.

Difficult to provide programs suitable for all ages/interests.

Injury liability.

Long established leagues—hard for new employees to get in.

## 2. Does the company sponsor a physical fitness or wellness program for employees?

23% Yes 77% No

(continued on following page)

#### **EVIDENCE**

(continued from previous page)

## For those which do, what role does the company play?

- 20% Provides exercise facilities on site for employees;
- 40% Provides corporate membership privileges in a health and fitness facility;
- 20% Has a formalized wellness program including classes and materials;
- 20% Sponsors employee physical examinations.
- 3. Does the company encourage or condone parties at Christmas, for special events or at retirement?

91% Yes

9% No

#### Does it fund them?

71% Yes 2

29% No

#### Are they held on company time?

48% Yes

52% No

#### Are they held on company property?

34% Yes

66% No

## 4. Does the company at any or all locations sponsor a family picnic?

58% Yes

42% No

#### Does the company absorb some of the cost?

88% Yes

12% No

#### What percent?

80% pay 100% of cost

5% pay 75% of cost

10% pay 50% of cost

5% pay 33% of cost

#### Are alcoholic beverages served or permitted?

70% Yes 30% No

## List any disadvantages or problems connected with this program:

Too many people.

Roudiness.

Must confine to immediate family only.

## 5. Does the company distribute holiday gifts to employees?

33% Yes 67% No

#### Does the company award a holiday cash bonus?

21% Yes 79% No

#### 6. Does the company offer personal counseling services for:

Alcoholism	58% Yes	42% No
Drug Abuse	53% Yes	47% No
Emotional problems	44% Yes	56% No
Financial problems	38% Yes	62% No

#### 7. Does the company have a formal service award program?

90% Yes 10% No

#### Does it involve cash awards?

15% Yes 85% No

Gifts?

91% Yes 9% No

#### Banquet?

68% Yes 32% No

Comment: 5% have a 25-year Club for employees.

## 8. Does your company sponsor special interests clubs like photography, travel, chess or car clubs?

16% Yes 84% No

#### What clubs are sponsored?

Photography, Car Club, Chess, Bridge, Art Shows, Travel, Amateur Radio, Electric Vehicle Club, Engineering Club, Managers Club, Finance Club, Micro Computer Club, Outdoor Club.

## Does the company provide facilities for club meetings?

29% Yes 71% No

#### Does the company provide financial assistance to such clubs?

12% Yes 88% No

# 9. Please rate any of the following employee programs your company participates in, on a scale of 1 to 10 for value to the company:

Sports teams	6
Physical fitness/wellness	6
Credit unions	7
Complimentary meals	5
Employee discounts	6
Employee parties	6
Family picnics	6
Holiday gifts	6
Legal advice	4
Personal counseling	7
Service awards	7
Special interest clubs	4
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#### **Corporate Sponsored Day Care**

(continued from page 15)

hour-long seminars are conducted at business sites and cover such topics as parent-child relationships, community resources, and quality child care.

An employer, union, or employee group could publish an informational booklet on the community and child care. Metropolitan Life Insurance Company has published booklets on child care. Several booklets on child development and care, published by state licensing agencies and the federal government, could be made available to parents.

Labor and industry can use their political power base in citizen advocacy groups. Employers can also allow employee benefits to include flextime, sick-child leave, and maternity-paternity leave.

As more and more women with pre-school-aged children continue to be attracted to the workplace, employers intent on retaining these workers will be forced to address the issue of company sponsored day care programs for these employees' children. The benefits of implementing such a program for all concerned—children, employees and companies themselves—can only serve to advance the social and economic relationships among them all.

#### **EVIDENCE**

(continued from page 22)

10. Based on your experience, if you were to start a series of employee programs from scratch, which would you be sure to include and which would you omit? (Listed by percentage of total in sample—does not equal 100%)

Include:

- 33% Service awards
- 31% Sports
- 19% Employee counseling
- 17% Fitness facilities; Credit Union
- 15% Family picnic
- 9% Christmas party
- 6% Retirement ceremonies: health awareness programs; discount buying
- 4% Christmas bonus/gift; savings plan; in-house clubs
- 2% Travel; dinner/theater; newsletter; EAP; employee-ofthe-month; cafeteria

Exclude:

- 13% Family picnic
- 6% Legal assistance; special interest clubs; parties; holiday gift
- 4% Sports; Credit Union
- 2% Personal counseling; arts & crafts; travel; cash bonus; discounts

#### **ASSOCIATE PROFILE**

#### **Tennis Vacation Discounts Through All American Sports**

If your employees love tennis and want to improve their game while enjoying a memorable vacation, All American Sports is the answer. Not only do we offer the opportunity to play hours and hours of tennis with the relaxation and fun they've been dreaming about all year, but we also give them the chance to take advantage of All American Sports unique tennis training program. They can spend a few days at a fabulous resort or a week at a tennis camp and come back with a better game than they could get from months of weekly lessons.

All American's vacation sites range from informal summer tennis camps for adults and juniors, to vacation hideaways and elegant resorts the entire family can enjoy in locations that stretch from New England to the tropics of Puerto Rico.

Intensive tennis is the order of the day. Participants receive up to five hours of daily instruction, hitting thousands of balls, learning from videotape analysis, and playing supervised matches that will put their lessons into game action. They will also practice unique drills developed by All American. Beginners will learn the fundamentals, intermediates will improve their skills and advanced players will learn how to stop beating themselves.

All American tailors its tennis vacations to each individual depending upon the amount of intensive tennis desired and how much vacation time participants have available. Your employees can enjoy programs of every kind from full weeks to miracle working long tennis weekends all directed by young accomplished professionals dedicated to teaching outstanding tennis.

Yet all is not tennis at All American resorts and camps. There is plenty of time for sightseeing and entertainment at your leisure. The important thing to remember is that you decide exactly what kind of a program you want. But, regardless of the plan or place chosen, your employees will be in for a tennis experience that will improve their games before they leave—guaranteed. If on the last day of their stay at any All American adult site, they don't feel they have improved their game, All American will give them free an equal amount of tennis instruction at any of their sites any time up to six months after leaving.

For further information about All American Sports contact: Kristian Cee, 366 Madison Avenue, New York, New York, 10017. Phone: (212) 697-9220.

# SERVICES & ACTIVITIES

#### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

# Services and Activities

**EMPLOYEE SERVICES MAN- AGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to EM-PLOYEE SERVICES MANAGE-MENT, Keynotes, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Contests**—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Free Clerical Services**—Provided by NESRA for intra-membership communication.

**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops— NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

#### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



# National Employee Services & Recreation Association

41st Annual Conference and Exhibit
Hyatt Orlando
Orlando, Florida
May 13-16, 1982

Complete registration form on reverse page and return to:

NESRA • 20 N. Wacker Drive • Suite 2020 • Chicago, IL 60606 (312) 346-7575



#### Registration

# The 41st Annual NESRA Conference and Exhibit Hyatt Orlando—Orlando, Florida May 13-16, 1982

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#### Registration Packages

#### —IMPORTANT— CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)		
(Fee includes group meals and social functions)	Prior to April 1, 1982	After April 1, 198
Delegate—NIRA member	\$160.00	\$170.00
Non-member delegate	\$180.00	\$190.00
Associate Members not exhibiting	\$250.00	\$275.00
Commercial attendees not exhibiting	\$275.00	\$300.00
Spouses	\$ 80.00	\$ 90.00
Student Attendees	\$ 85.00	\$ 95.00
Retirees		\$ 85.00
Children	\$ 65.00	\$ 75.00

Please include your check payable to: National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NESRA, 20 N. Wacker Dr., Suite 2020, Chicago, Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than May 2, 1982. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1982.

# NESRA's 1982 Annual Conference and Exhibit May 13–16, 1982 Orlando, Florida

Program at a Glance

### Thursday, May 13, 1982

7:30 AM-11:00 AM 8:00 AM- 7:00 PM 8:00 AM- 7:00 PM 11:30 AM- 1:30 PM 2:00 PM- 2:30 PM 2:00 PM- 2:30 PM 2:00 PM- 3:00 PM 3:00 PM- 4:30 PM 5:00 PM- 7:00 PM 7:15 PM Board of Directors Committee Meetings
Registration
Registration
Board of Directors Meeting
Speakers, Chairmen, Vice Chairmen Orientation
Familiarization to NESRA and the Conference
Spouses' Reception
CONFERENCE OPENING AND GENERAL SESSION
Exhibit Hall Grand Opening
Evening Event

### 7:00 AM 8:00 AM- 9:00 AM 9:15 AM-10:00 AM

10:15 AM-NOON 12:15 PM- 1:45 PM 2:00 PM- 2:45 PM

### Friday, May 14, 1982

Exercise Session
Regional Breakfasts
Concurrent Sessions
a) Employee Assistance Programs
b) Employee Associations
c) Computer Utilization
d) Student Session
Strategy Session—Informal Discussions
Management Luncheon
General Session—Physical Fitness

(continued on following page)

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### Friday, May 14, 1982

3:00 PM— 3:45 PM

Concurrent Sessions
a) Communication, Part I
b) Beginning Fitness
c) Adult Education
Concurrent Sessions
a) Advanced Fitness
b) Rental of Facilities
c) Adult Education
5:00 PM— 7:00 PM
Exhibit Hall Open—Wine & Cheese Reception
On Your Own

### **Saturday, May 15, 1982**

7:00 AM Fun Run Exhibit Hall/Open Continental Breakfast 8:30 AM-10:30 AM General Session—Volunteers 10:45 AM-11:30 AM CESRA/L Luncheon 11:30 AM- 1:00 PM 11:30 AM- 1:00 PM Lunch on your own 1:00 PM- 1:45 PM General Session—Liability 2:00 PM- 3:30 PM **Annual Meeting** 3:30 PM- 5:30 PM Exhibit Hall Open 6:15 PM- 7:00 PM Presidents' Ball Reception 7:15 PM Presidents' Ball

### Sunday, May 16, 1982

7:00 AM Exercise Session

9:00 AM— 9:45 AM Concurrent Sessions
Success Stories

10:00 AM—10:45 AM Exercise Session

Concurrent Sessions
Success Stories
Educational Session: To be announced
Closing Brunch/Exhibitors' Door Prize Drawings



### **ASSOCIATE PROFILE**

### New York's World Trade Center Makes Group Packages Available

More than 2,500 groups and one and a half million people visited The World Trade Center in New York City in 1981.

Its popularity is an indication of just how much the Trade Center has to offer recreational groups. Group rates are available for the spectacular Observation Deck where breathtaking views of New York City, clear to the horizon, can be seen from more than a quarter of a mile up—from the 107th floor enclosed deck and the open rooftop promenade above the 110th floor. Group rates are also available at the center's many fine restaurants.

The World Trade Center also has New York's largest indoor shopping mall. Bus parking is available to groups and there's free validated parking on Saturdays for shoppers in the Trade Center's underground garage. Other attractions at The World Trade Center which are popular visitor spots are the Customhouse Gallery where interesting and unusual exhibits are on display, and the Commodities Trading Floor where visitors can view the frantic action on the floor from the visitors' gallery. Admission is free to both of these attractions.

Visitors can also enjoy special weekend packages at Vista International Hotel and groups of 20 or more are offered discounts on packages which include a stay at Vista and tours of lower Manhattan or tickets to a broadway play.

The World Trade Center is located in historic downtown Manhattan, and is within walking distance of Wall Street, the Stock Exchanges, the Statute of Liberty ferry and a score of other major attractions. Chinatown, Little Italy and Soho are a few of the nearby neighborhoods which offer a great variety of sightseeing, shopping, dining and entertainment possibilities for Vista hotel guests and other World Trade Center visitors.

Brochures describing the hotel, restaurants, the Observation Deck and the packages available to groups, can be obtained by writing the Port Authority of New York and New Jersey, Public Services Division, Suite 63 South 1, One World Trade Center, New York, NY 10048, or by calling (212) 466-4232.

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### President's Word (continued from page 5)

We have lived long enough with the stigma of fun and games. Today we stand for wellness, fulfillment and productivity. Preventive medicine is our new frontier and a greater emphasis on those words and programs will do much to better establish our profession. Practically everything we do fits into the category of preventive medicine, and through NESRA and team effort we will be able to offer more advanced education in our field and implement more diversified services for developing a happier and more complete person that will be a more loyal and more productive employee.

"Employee Recreation and Fitness: The Formula for Productivity", a free brochure to NESRA members, may be obtained by writing NESRA 20 N. Wacker Drive, Suite 2020, Chicago, Illinois 60606.

### Regional Conferences (continued from page 18)

The afternoon session presented by Richard Brown, CIRA, of Texins Association, covered "Organizational Variations—Which one Best Meets Your Needs?" Exhibitors door prize drawings were held in the exhibit hall following this session. A cocktail reception preceded the conference closing at that evening's dinner banquet which featured guest speaker Ron Benson, President, Colorado Parks and Recreation.

Congratulations are in order for the following individuals who served so successfully as regional conference chairmen: Pete Hukki, Sun Life of Canada, Region I Conference Chairman; Ed Hilbert, CIRA, Battelle Memorial Institute, Region II Conference Chairman; and Leroy Hollins, Martin Marietta Aerospace, conference chairman for Region VI.

## Order Your Professional Library

☐ Employee Services Management Magazine  Monthly professional journal for employee services and recreation directors, leaders, and program coordinators. The only publication in its field.  ☐ \$12/yr. ☐ \$18/2 yrs. ☐ \$27/3 yrs. Add \$1.00 (U.S.) per year for foreign subscriptions.	☐ Motorola's Recreation Manual A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of onand off-site employee activities. \$35 for NIRA members;
	\$40 for non-members. Orders of 15 or more—30% discount.
☐ An Introduction to Industrial Recreation: Employee Services and Activities	☐ Top Management Speaks
The first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hardcover. 236 pages. \$14.95 per copy	Top corporation executives explain why they support employee services and recreation programs and NESRA. Leaders of Ford Motor Company, Goodyear Tire & Rubber Company, U.S. Steel, 3M and other industrial giants provide invaluable support for your programs. \$7.00. Orders of 20 or more—15% discount.
one copy	☐ Principles of Association Management A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. \$15 for NESRA members. \$20 for non-members.
☐ Benefit Analysis of the Industrial Recreation	☐ How to Organize and Manage Tournaments  Everything you need to know: organizing, publicity, teams, leagues, eliminations, and finals. 36 pages.
Institution A compilation of several papers, first delivered at the 1978 annual Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.	\$5.00.  Standard Sports Areas  Dimensions and specifications for more than 70 sports arenas, pools, courts and fields. \$5.00.
☐ Employee Recreation: Outlook for the Future	
A comparison of data compiled from membership surveys in 1974 and 1978. Covers activities, facilities, staff personnel, salaries, budgets, and more. 67 pages. \$5.00.	NamePhone ()  CompanyAddressZip
	Total Enclosed
☐ Two for one: "Benefit Analysis" and "Outlook" (above). 117 pages \$7.00—save \$3.00.	**Postage and handling is included in price of all pub- lications except textbook.
☐ The Untapped Potential: Industrial Recreation Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA Employer of	Return payment and order form to: National Employee Services and Recreation Association 20 N. Wacker Dr. • Chicago, IL 60606

the Year. \$3.00.

# **TOURNAMENT NEWS**

by Leroy Hollins Martin Marietta Aerospace NESRA Vice President, Tournaments and Services



### Enter NESRA's 1982 Tournaments

It's that time of year again to make plans to enter your employees in NESRA's annual tournament competitions. The 1982 Rifle/Pistol tournament co-sponsored by NESRA and the National Rifle Association will be open to participants through April 15.

By this time you should have received information regarding the NESRA Postal Bowling tournament cosponsored this year by Brunswick Recreation Centers. This tournament will run through the end of February. If you haven't yet received details on this competition or on the annual Rifle/Pistol tournament be sure to contact NESRA headquarters.

Rules and information on NESRA's 1982 Photo Contest will soon be forwarded to all NESRA members. This year's contest will once again be coordinated by George Stark, CIRL, of McDonnell-Douglas and will be sponsored by Guardian Photo Division of Guardian Industries.

NESRA tournaments are just one of the many services available to members and their employees. Your company's participation is strongly encouraged to provide stronger competition among tournament participants and to demonstrate to our tournament co-sponsors how valued their services are to the NESRA membership. And don't forget—prizes are awarded to top winners, winners are announced on the Tournament News page of *Employee Services Management* Magazine and top contenders in the Photo Contest will have their entries on display at NESRA's national conference and exhibit May 13–16, 1981, in Orlando, Florida.

The 36th annual NESRA Region II, III, V, and VIII golf tournament was held October 3–4, 1981 at Kitty Hawk Golf Club, Dayton, Ohio. Chairman for the tournament was Robbie Robertson, of the Standard Register Company and President of the Dayton Industrial Recreation Directors Association. Results of the tournament are as follows:

### Region II, III, V, VIII

### **TEAM LOW GROSS WINNERS**

Chan	npionship Flight	Score
1st	Armco "A"	466
2nd	Wright Patterson AFB "B"	470
3rd	ManuLife	477
First	Flight	
	Flight Miami Valley Hospital	508
1st	•	508 519

#### **TEAM NET SCORE WINNERS**

Chan	pionship Flight	*	Score
1st	Inland "A"		415
2nd	Standard Register "A"		428
3rd	Dayton Progress "A"		429
Eirct	Flight		
HISL	ingiit		
	Midland Ross "B"		428
1st			428 429

(continued on following page)

### **TOURNAMENT NEWS**

(continued from previous page)

The Region IV golf tournament was also held October 3-4, 1981 at the Jekyll Island Golf Resort, Jekyll Island, Georgia. Co-chairmen of this tournament were Ted Roberts and Ken Brown of the Lockheed-Georgia Company, Marietta, Georgia. Results are as follows:

### Region IV

### **TEAM LOW GROSS WINNERS**

1st	<b>Division</b> Lockheed #1 Monsanto #6 Olin Corporation #1	<b>Score</b> 462 471 484
1st 2nd	<b>Division</b> Dupont #3 Lockheed #4 Piper Aircraft #1	486 490 503
1st	<b>Division</b> Tennessee Eastman #4 Motorola #2 Lockheed #8	493 516 518

### The American Cancer Society thanks you. Your employees thank you. Their families thank you.

You've become a life saver. Literally. For installing our Employee Education Program. For letting us supply free films, exhibits, speakers, pamphlets, posters, and articles for your company publications. For accepting our help in arranging "action" programs for your employees...for detection of colorectal cancer, instructions in breast cancer examination, for detection of cervical cancer via the Pap test. For simply understanding that if cancer is detected in its early stages, chances for cure are greatly increased. Thank you.

Hundreds of companies now have an American Cancer Society Employee Education Program. If yours isn't one of them, call us.

> American Cancer Society 2,000,000 people fighting cancer.

THIS SPACE CONTRIBUTED AS A PUBLIC SERVICE.

"D"	Division	
1st	Piper Aircraft #2	545
2nd	Motorola #3	553
3rd	McLean Trucking #3	556

The combined Region VI and VII golf tournament was held September 5-6, 1981 at the McCormick Ranch Golf Club, Scottsdale, Arizona. Tournament Director was Bill Bruce, CIRA, and Tournament Chairman was Bob Scallon, both of Motorola Corporation, Scottsdale, Arizona. This tournament was highlighted by a first-a satellite tournament for women golfers. The women's team championship went to Motorola's SG with a low gross of 471 and a low net of 291. Runner-up was Motorola #4 with a gross score of 313. The women's tournament was highlighted by Motorola's Shirley Correll who had a hole-in-one on the 135-yard, 14th hole. Other tournament results are as follows:

### Region VI, VII

### **TEAM LOW GROSS WINNERS**

"A"	Division		Score
1st	Motorola SG #1		474
2nd	Motorola GED #1	· · · · · · · · · · · · · · · · · · ·	474
3rd	Hughes Fullerton #1		476
"B"	Division		
1st	Motorola SG #3		497
2nd	Hughes-Fullerton #2		502
3rd	Jet Propulsion Lab #1		506
"C"	Division		
1st	Hughes-Fullerton #3		512
2nd	Digital Equipment #1		521
3rd	Salt River Project #3		524
"D"	Division		
1st	Raytheon #3		542
2nd	Jet Propulsion Lab #4		549
3rd	Raytheon #1		552
	TEAM NET SCO	RF WINNERS	

IEAM NE	I SCORE WINNERS
"A" Division	Score
1st Motorola SG #1	416
2nd Solar #2	429
"B" Division	
1st Motorola SG #3	414
2nd Hughes-Fullertor	420
"C" Division	
1st Hughes-Fullertor	n #3 415
2nd Raytheon #4	425
"D" Division	
1st Raytheon #3	397
2nd Jet Propulsion La	b #4 429

# **NEWS IN BRIEF**

### **Making MBO Work**

Introducing a unique and innovative approach to management by objectives MBO Can Work! by Charles R. Macdonald proposes realistic solutions to the troublesome problems that often arise when the concept is put into practice (McGraw-Hill, 236 pages, \$16.95).

As the author states, he "wraps up management by objectives (MBO) as a concept, points it in a new direction, and shows exactly how to make it hit the target." Subtitled How to Manage by Contract, this practical guide emphasizes that MBO is effective only when it involves a negotiated contract between superior and subordinate.

Macdonald demonstrates that both the manager and the employee must work toward a set of verifiable goals—ones that are set through mutual agreement, not ones that are assigned to the subordinate by the superior. He explains that the process begins with a thorough appraisal of each function, the setting of concrete objectives, and decisive planning for improvements in each area, followed by careful documentation of the new, improved performance.

Replete with step-by-step instructions, checklists, examples, and valuable insights into the MBO concept, the book describes how to match realistic objectives with the available managerial resources. It stresses the need to focus on output and results, discusses ways to improve morale and productivity in the managerial ranks, and suggests a practical methodology that is both flexible and equitable.

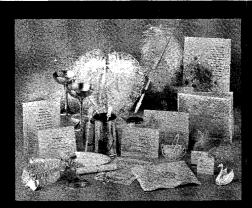
# **Cost Conscious Travelers Turn to Budget Motels**

Steadily increasing gasoline and hotel costs are forcing tens of thousands of American travelers to have second

thoughts about vacations and where they stay on business trips. The solution: low cost, budget chain motels where overnight stays generally run from \$14.00 to \$20.00 for a single room (some even lower), with \$3–\$5 more for a one bed double. The cost

advantage over center-city hotels is causing more and more business firms to seek out more economical accommodations for personnel on trips.

(continued on following page)



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Phone (	).				Approx	. No. of Em	ployees _		

### **NEWS IN BRIEF**

(continued from page 33)

The "1981 National Directory of Budget Motels" with updated listings for more than 2,000 motels in 48 states also lists the headquarters for 29 of the chains, many of which have toll-free "800" numbers for reservations and use computers to assure up-to-the-minute room availability data. They also provide information on family, commercial, senior citizen and group discounts as well as facilities for the handicapped.

Most budget chain motels offer clean and comfortably furnished rooms with air conditioning and television, full baths and a coffee shop. Most are found in convenient locations at major intersections where service stations cluster along the Interstate Highway System.

The "1981 National Directory of Budget Motels" is available only

from the publisher, Pilot Books, 347 Fifth Avenue, New York 10016 at \$3.50 per copy, postpaid.

### Revitalization of Economy is Focus

Hard-hitting, realistic, and practical, *The Reindustrailization of America* by The *Business Week* Team presents an in-depth analysis of the decline of our economy and proposes sweeping changes to revitalize it (McGraw-Hill, 201 pages, \$14.95).

To coincide with the start of the Reagan Administration's new economic program, six of the magazine's top journalists have undertaken a major expansion and updating of *Business Week's* award-winning and controversial report of June, 1980.

With the public suddenly waking up to America's shortcomings—

among them a shrinking standard of living, the loss of competitiveness, and misguided government—the authors explain how and why we got there and offer clear-cut solutions.

According to the authors, rebuilding our industry will require a total reprogramming of the way Americans, including politicians, think about the economy. In this blueprint for reindustrialization, they call for commitment from all elements of society: government, business, labor, minorities, and special interest groups. And, more specifically, programs are outlined to increase savings, spur investment, channel credit to business, and promote international trade.

Conceived as a primer for President Reagan, the book assesses the administration's economic program and explains the need for a strong reindustrialization policy.

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# NESRA NEWS

### **Referendum Passes**

The October 1981 referendum pertaining to the NESRA Bylaws passed with 98% of the voting members' approval. The Bylaws Committee consisted of Immediate Past President Al Ward, CIRA, Chairman; NESRA Secretary Phyllis Smith, CIRA, and President-Elect Steve Edgerton, CIRA.

Many hours of hard work went into this project as the committee and NESRA staff prepared a proposal to present to the Board of Directors at the September meeting. An entire afternoon was spent by the Board reviewing and fine tuning the bylaws for presentation to the voting membership.

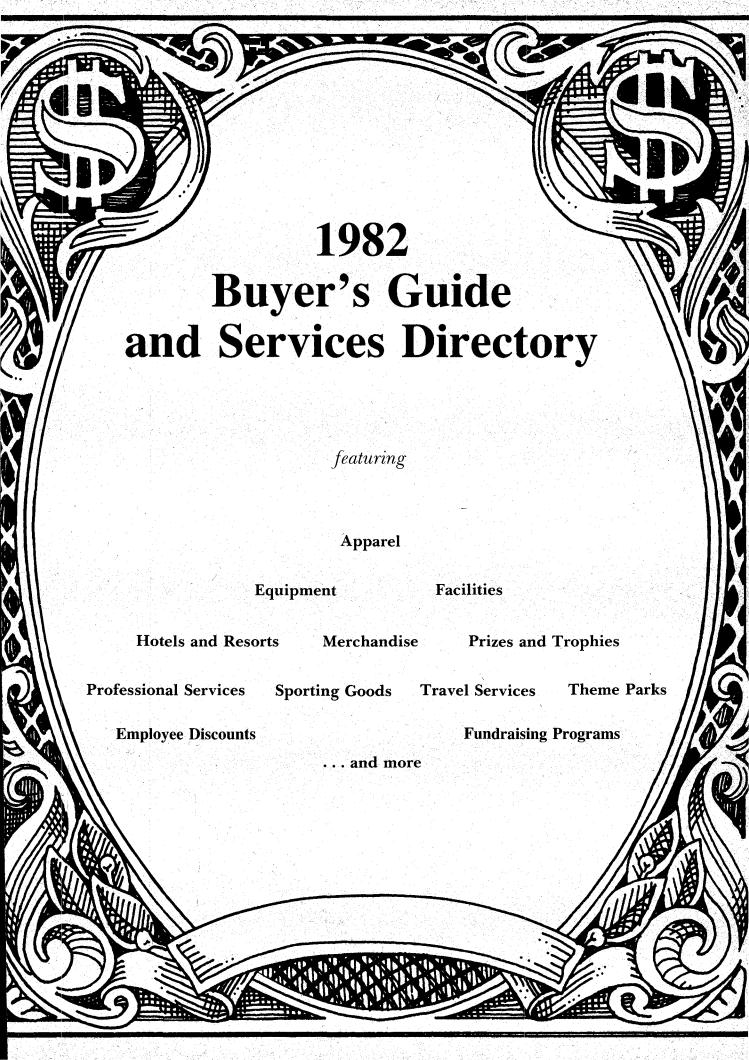
The NESRA Bylaws provide us with a complete working document

that affords NESRA the opportunity to progress in the years ahead. It also incorporates many policies that are currently being utilized in the field of association management.

Membership structure, election procedures and Board of Directors responsibilities and authority are a few of the major improvements. NESRA will continue to inform the membership of these changes as they materialize.

### **Deceased**

Oskar Frowein, NESRA (NIRA) past president (1960–61) passed away November 18, 1981. Frowein was the president and founder of the Long Island Industrial Recreation Directors Association, Nassau-Suffolk County, New York, and served as the director of the recreational sports program of Republic Aviation from the 1940s through 1964. Frowein retired in June 1980 from the Deer Park School system where he was employed for 15 years as a work-experience coordinator.



# Professional Services / Program Information

### **ALLEN ORGANIZATION**

21 Bay St. Glens Falls, NY 12801 / (518) 793-8386 Stewart E. Allen, Director

Designs, engineering and architectural services for employee recreation areas and facilities.

### AMATEUR SOFTBALL ASSN. OF AMERICA

2801 N.W. 50th, P.O. Box 11437 Oklahoma City, OK 73111 / (405) 424-5266 Don E. Porter

### **ATHLETIC INSTITUTE**

200 Castlewood Dr.
North Palm Beach, FL 33408 / (305) 842-3600
Don Bushore

### **EMPLOYEE PRINTING SERVICES**

P.O. Box 29108 Chicago, IL 60629 / (312) 458-3192 Mary Ann Batchelor

### KOTZ AND SCHNEIDER—LAND AND RECREATION PLANNING AND DESIGN

130 East Genesee St. Syracuse, NY 13202 / (315) 475-4157 Anthony W. Kotz, Principal

Park and recreational facilities master planning, design and administration of construction of facilities, site analyses, feasibility studies, consultation.

### NATIONAL GOLF FOUNDATION

1017 N. Euclid Ave. Oak Park, IL 60302 / (312) 386-4960 Lorraine Abbott

### **NATIONAL RIFLE ASSOCIATION**

1600 Rhode Island Ave., N.W. Washington, D.C. 20036 / (202) 828-6000 John Grubar

### NATIONAL SENIOR SPORTS ASSOCIATION

1900 M St. N.W. Washington, D.C. 20036 / (202) 466-6395 Eugene J. Skora, Executive Director

NSSA conducts recreational and competitive tournaments in golf, tennis, bowling and other sports for men and women 50 years of age and older. Publishes monthly sports news, arranges discounts on sporting goods and apparel, and conducts a vacation home exchange program.

### NATIONAL SHOOTING SPORTS FOUNDATION. INC.

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### **WATER CONSERVATION INSTITUTE**

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### **BERKEY FILM PROCESSING**

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#### **BRONSON PHARMACEUTICALS**

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### **ENCYCLOPAEDIA BRITTANICA**

425 N. Michigan Ave. Chicago, IL 60611 / (312) 321-6712 Dick Van Horn

### **FUEL CONTROL CORPORATION**

7000 Shady Oak Rd. Eden Prairie, MN 55344 / (800) 328-6335

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### GRANDMA'S FRUIT CAKE / METZ BAKING COMPANY

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#### **JARTRAN**

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### **KNOTT'S BERRY FARM**

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### NATIONAL EDUCATIONAL MUSIC COMPANY, LTD.

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### PCA INTERNATIONAL, INC.

801 Crestdale Ave. Matthews, NC 28105 / (704) 847-8011 Mario Martinez

### **PEANUT BUTTER PUBLISHING**

2733 Fourth Ave., S. Seattle, WA 98134 / (206) 682-9320 Sheila Richardson

### REPS NORTHEAST, INC.

203 Middlesex Turnpike Burlington, MA 01803 / (617) 273-2424 James Rice

#### **SEE'S CANDIES**

3423 S. La Cienega Blvd. Los Angeles, CA 90016 / (213) 870-3761 David Beck

### SPORTS UNLIMITED, INC.

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731 Hennepin Ave. Minneapolis, MN 55403 / (612) 333-0471 Mary Goddard, Associate Publisher

A magazine directed at the professional interests of managers of parks, schools, clubs, and other fitness and leisure facilities. Designed to inform and communicate information on products and services of value in achieving recreational and facility development and maintenance goals.

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2785 Roosevelt St. Carlsbad, CA 92008 / (714) 729-3552 Gloria I. Turner, Director of Marketing

Films/video in the health promotion/fitness area for rental and purchase.

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### **AMF INC. BOWLING PRODUCTS**

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1340 N. Jefferson, P.O. Box 6300 Anaheim, CA 92806-0300 Telex 692445 / Phone (714) 524-8750 Phil D. Mitchell, Marketing Manager

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### MARCY GYMNASIUM EQUIPMENT COMPANY 2801 W. Mission Rd.

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Motorized treadmills for home, institutional and corporate usage. Price ranges from \$1,365 to \$3,500. All products fully warranteed.

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ESM, December/January, 1982

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## **NESRA CALENDAR**

### Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CIRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Frank Chico—(312) 431-4586.

**Central Ohio Employee Services and Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

**Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth,** Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CIRA (301) 977-0529.

**Long Island Industrial Recreation Directors Association**/Nassau-Suffolk County, New York, Meets monthly. Contact Chester Baumgartner, CIRA—(516) 575-2269.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Bob Crunstedt—(612) 870-6666.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CIRA,—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Council/Seattle, Washington. Meets on the last Wednesday of the month. Contact Marsha Culley—(206) 655-2442.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

### **National Conference**

**41st Annual NESRA Conference and Exhibit** will be held May 13–16, 1982, Orlando Florida. For further information contact the NESRA office (312) 346-7575.

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ESM, December/January, 1982

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The Midweek Madness Ski Holiday. (4 Days/3 Nights)

Cost: \$222. per adult, \$207. per child(ages 10 thru 16 in same room with parents) Includes: Standard Room (Dbl. Occ.) 3 meals daily, Free Skiing (Snow Makers)

Each person takes home: Dynastar skis, Barrecrafters poles.

What kind of madness is this?

Ski equipment...tennis equipment...to take home! Has the Concord flipped?

It's all part of our Midweek Madness Holidays. And the whole point is to get more of you to get to know the Concord better. Just think of it... Your merchandise adds up to just about the cost of your entire 4 Day-3 Night Stay! No angles! No gimmicks! \*Offer is good for any three consecutive midweek days starting January 10 through April 7, 1982, from Sunday through Friday. The only exception being Washington's Birthday February 14-19.

And if you want to stay longer than the three nights, four days,

your cost is only \$50 per day additional Midweek. \$65. weekends.

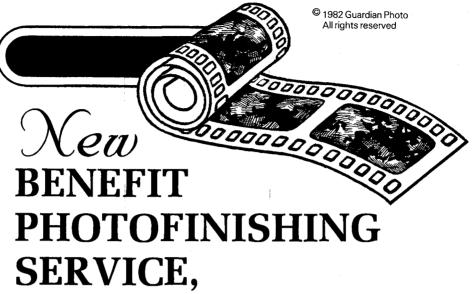
(Per person, double occupancy, Standard Room). All packages include room, 3 fabulous meals daily, your merchandise, free entertainment, plus everything else the Concord has to offer, like our giant Outdoor and Indoor Skating Rinks, Skiing, Downhill or Cross Country, Indoor Pool, Toboggan Run, Fully equipped men's and women's Health Club, Supervised Day Camp, plus lots, lots more.

All packages must be fully prepaid. Full Refund if cancelled 72 hours prior to arrival. Offer may be changed or withdrawn without prior notice. This package is subject to availability. Ski-Tennis Packages require prior sizing. 7% Sales Tax and Gratuities are not included.

-794-4000, TOLL FREE: 800-431-3850 East of the Miss. (except N.Y. State), Toll Free Toronto & Montreal Dial () ZEnith TWX 510-240-8336, See Your Travel Agent. For group inquiries call the Concord Group Center: NYC 212-244-3509, 914-794-4969.



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